Welcome to the Academy of Management Meeting
Toronto, August 4 – 9, 2000
“A New Time”

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Welcome Note and Meeting Agenda

On behalf of everyone planning the 2000 meeting of the Academy of Management – Welcome!

If this is your first Academy meeting, we are very glad to have you with us. We hope this will be just the first of many Academy meetings in which you participate. If this is your second meeting, or your tenth, or your thirtieth… welcome back. Let’s join together in making this meeting engaging and exciting, and a wonderful intellectual home for all our participants.

As the conference theme states, and as our conference logo, designed by Jason Kwong, a student at the International School of Design who won our logo design contest shows, this surely is “A New Time.”

We will experience this new time in many ways. The Academy’s 23 division program chairs and 30 professional development workshop chairs have created a very impressive program that includes 1,237 papers, 179 symposia, 230 professional development workshops, 60 works of art and poetry, and 17 caucuses. The program involves more than 3800 participants from over 1,300 universities and other organizations in 43 countries. This is the most international Academy meeting ever.

Please visit the meeting website, http://www.aom.pace.edu/meetings/2000. It gives important information about the events that will take place. We will continue updating the website until the time of the meeting. Among other things, the website gives information about how to access materials that session organizers hope you will read prior to the meeting. The web version of this program, accessible at the meeting website or at the Academy website, http://www.aom.pace.edu, provides easy ways to search the program – by division, by keyword, by participant, by day, and so forth. It includes abstracts of all papers and symposia, as well as pop-up email windows for communicating with conference participants. We encourage you to use both resources.

What’s New?

A lot!

• Art and Poetry that Depicts “Images of a New Time”

We have a new category of presentations this year, visual imagery related to management and time. The types of imagery vary widely, including two- and three-dimensional artwork and poetry. Come and enjoy (and learn from) the creativity of your fellow Academy members as they explore dimensions of time with exciting, non-traditional (in academic terms) media. This program book includes black and white reproductions of a few of the pieces, so you can get a hint of what’s to come. The depictions here don’t do justice to the paintings; they simply invite you to see the originals. A listing of all the pieces reproduced in this program book can be found on p. E1.

The art and poetry exhibit offers an “opening” each day. This is where these new presentations will debut. The first opening, on Sunday, will be at 7:00 PM, immediately following the Distinguished Executive speaker and just prior to the All-Academy reception. The second opening, on Monday, will be at 4:10 PM. The third, on Tuesday, will be at 3:40 PM. The art and poetry from each of the openings will remain on display until noon the next day. During the openings and throughout most of the day and evening, Academy members will also be providing their expertise musically in the Village Square, the venue for all of this new “division’s” activities.
• **The Village Square**

The art and poetry exhibit will be located in the "Village Square," in the Ballroom of the Royal York Hotel. The Village square is a special place set aside for you to appreciate and learn from our colleagues' art and poetry, “meet and greet” or just relax, enjoy coffee and snacks and, in the evening, beer and wine, and listen to music played on a grand piano. It will be open from 7 - 10 PM on Sunday, from 9 AM - 10 PM on Monday and Tuesday, and from 9 AM - Noon on Wednesday. As well as the art and poetry exhibit, the Ballroom features original 1929 frescoes and crystal chandeliers. Come and enjoy!

• **A New Format for the Interactive Paper Sessions**

The Interactive Paper sessions have a new format this year. These sessions will take place in the Canadian Room of the Royal York Hotel, near the Village Square, around round tables. Sets of interactive papers that address similar themes will be grouped together. Presenters will begin by briefly introducing the core ideas in their work, and facilitators will moderate a discussion among all the attendees that builds on these central ideas. The sessions are designed to enable and encourage substantive intellectual discussion among all participants, both paper presenters and others. After the formal session ends, the presenters will be available for informal conversation about their papers. We expect these sessions to be very stimulating, and strongly encourage your participation in them.

• **A New Interest Group**

We welcome a new interest group to the Academy: Management, Spirituality, and Religion (MSR). This interest group will sponsor its first sessions this year. Its first business meeting will be Tuesday afternoon in the Essex Room of the Sheraton Centre hotel. It will begin to accept submissions for the 2001 Academy meeting.

• **A New Service-Learning Initiative**

The Academy has recently established a formal Initiative for the Advancement of Civic Engagement and Community-Based Service Learning. It builds on several years of preliminary work, particularly by members of the Public and Non-Profit (PNP), Management Education and Development (MED), Organizations and the Natural Environment (ONE, Social Issues in Management (SIM), and Organizational Behavior (OB) divisions who have sponsored Academy sessions related to service learning. The Initiative is focusing its efforts on developing curricula that foster management students' service learning and civic engagement.

Supported by grants from the Aspen Institute, Pew Charitable Trusts, and Campus Compact in 1999 a task force brought together some 30 interested scholars to develop a strategy for moving the service learning agenda forward in the Academy. In 1999-2000, the Initiative's "Academy Service-Learning Fellows Program" was formally launched with a $10,000 grant from Campus Compact/Pew Charitable Trusts. At the 2000 Academy meeting the Initiative will designate the first group of fellows, support a MED/PNP/SIM symposium on the theory of service learning, and offer a service activity. Additionally, members of the Task Force have established a listserve for Academy members interested in participating in the broader service-learning initiative. You can learn more about this initiative at the meeting website.

• **New Session Markers**

For the past several years, teaching sessions and individual papers have been denoted in the program by a ✶. We will continue that practice this year, and also continue the practice begun last year of denoting
theme sessions. The symbol for theme sessions will be an hourglass, ☼, a longstanding marker of time. In addition, we will note international sessions with an ⚫ and sessions particularly pertinent to management practice with ☯. You will be able to download a list of each of these types of sessions from the meeting web page. We will also make this information available at the meeting itself.

What’s New About Time?

Our aim during the 2000 Academy meeting has been to spark new ways of thinking about, studying, and experiencing time. You will see that the aim has been wonderfully accomplished.

The art and poetry on the theme are one obvious way that new ways of considering time are demonstrated.

Papers presented in the various divisions explore a wide range of time dimensions. These include, among others, negotiation deadlines, timing the interventions of opinion leaders, individual predispositions towards time urgency, the timelessness of television, the temporal unfolding of gains and losses, new ventures’ timing of entry decisions, temporal effects of goal orientations, the evolutionary epic, time-based breakdowns in leadership, and relationships between work time and work family conflict.

Showcase, joint, and divisional symposia explore kairos moments in education, evolutionary theory in management, the social construction of time in different settings, the strategic use of the past for the present and future, irreversible arrows of time, pace within and across organizational interfaces, the Y2K bug that didn’t bite and many other "timely" topics.

A primary way the theme of each year’s meeting is addressed is in All-Academy sessions. The purpose of these sessions is to explore the meeting theme in a way that goes beyond the emphases of any particular division. Theme sessions this year will explore past times, present times and future times in relation to management and management scholarship. Here are the issues they address.

The dawn of a new millennium gives a wonderful opportunity to reflect on management as it has developed over the course of the past 1000 years and to consider its (immediate) future.

(Session 151) Management in the Past Millennium: How We Arrived Here and Where We Are Going
Organized by Regina A. Greenwood, Kettering U.

(Session 166) Business Models in the New Economy
Organized by Vinod Jain, Bowling Green State U.

How do we experience time-- at Academy meetings, at home and at work, in our larger societies? How do our experiences of time affect our organizing?

(Session 157) The Days of Academy Lives: Investigations of Time Use at Academy Meetings
Organized by Allen C. Bluedorn, University of Missouri-Columbia

(Session 153) Organizing Time: Organizational Practices and Work/Family Relations
Organized by Monique Valcour, Cornell U.

(Session 155) Timescapes in Management: Exposing Contradictions, Exploring New Possibilities
Organized by Ronald E. Purser, San Francisco State U.
What would it mean to have time be integral to our research and our theorizing?

Do Academics’ and Practitioners’ Times ever overlap? Does it matter? Can they inform each other?
What should management education be like during the new century? Join in some lively debates on this topic!

(Session 169) *Shaping Management and Executive Education for the New Millennium: Time Based Issues and Challenges*
Organized by Michael K. Badawy, Virginia Polytechnic Institute and State U.

(Session 160) *Time for Change? Strategic Options for Management Education in the 21st Century*
Organized by Paul Friga, U. of North Carolina

**Special Cases on the Theme**

Andy Van de Ven began the practice at last year’s Academy meeting of including cases depicting the theme. We will have two cases this year that not only depict issues regarding time, but also help us think in new ways about time. Both cases will be included on the Proceedings CD-ROM that will be distributed to all who register at the meeting.

(Session 152) *The New Time Sensitive Business Case: Pedagogical and Research Implications*
Organized by Stuart Albert, University of Minnesota

(Session 154) *Internet Businesses and Time: International Perspectives on Changing Change Processes*
Organized by Mark P. Kriger, Norwegian School of Management

**Two Very Special Sunday Afternoon Sessions**

We will have two special Sunday sessions this year.

- (Session 148) *The “Academy Award” winners present a special session on Excellence in the Academy.*

We all watch during the presidential luncheon all the winners of the Academy awards come up to receive the plaques. This year the winners of last year’s Irwin Scholarship Award (Barry Staw), Terry Book Award (Shona Brown and Kathleen Eisenhardt), Service Award (Richard Mowday) and Educator Award (Richard Hodgetts) will do more than that. They will all participate in a special Sunday symposium, chaired by Academy president Dave Whetten, from 2:10 – 3:30 pm in the Toronto Room of the Royal York, addressing and challenging us on Excellence in the Academy from the perspectives of scholarship, education, and service. This session provides an important opportunity to interact with last year’s award winners.

- (Session 149) *Memory of the Future*

On Sunday afternoon from 3:50 - 5:10 Dr. Hooley McLaughlin, the senior advisor for Science and Technology at the Ontario Science Centre, as well as Project Leader for its Timescape exhibition, will introduce contemporary scientific explorations of time in a way that should be fascinating, and that should add substantially to our appreciation of the complexities of time. Among other things, he will describe and present a computer program the Ontario Science Centre has helped develop that “ages” a child's face into adulthood and through the decades of life in a way that demonstrates the mystery of aging combined with a sense of memory. But in this case we will be seeing memory unfold on a life not yet lived. This presentation, which will teach science-based insights about time in a way those of us who are not scientists can understand, should be a real learning experience of time for us all.
Publishing your time-related work

There are multiple opportunities available to publish your time-related scholarship. More information about each of these is available on the meeting website.

- The three Academy of Management journals are each developing special issues/special research forums on the theme. Submission deadlines for the *Academy of Management Journal* and for the *Academy of Management Review* are October 1, 2000. The submission deadline for the *Academy of Management Executive* is July 1, 2000.

- The Editor-in-Chief of *Organization Science*, Kaye Schoonhoven, is inviting submissions that focus on "Time and Inter-Temporal Dynamics in Organizations." The submission deadline will be March 1, 2001.

- *The Information Society* (TIS) invites authors to submit papers for a special issue on the topic of "Time and Information Technology." The submission deadline is June 26, 2000.

- Paul Hirsch and Kim Boal, the editors of the *Journal of Management Inquiry*, are inviting artwork on the theme of "A New Time" to be submitted to the non-traditional research section of JMI.

- Russ Bernard, the editor of *Field Methods*, invites members of the Academy to submit papers on methods for measuring how people actually use their time. Papers on measuring the accuracy of respondent reports are welcome, as are papers on new uses of diaries and beepers, and methods for direct field observation of time use.

This will be quite an eventful meeting! We're looking forward to participating in it with you. Please let us know what we can do to make your experience a positive one. Information on contacting us can be found on the meeting website.

On the following pages you will see a list of many of those who have worked to put this program together. The Academy meeting takes place only because of the very dedicated efforts of many, many people, most of whom already hold full time day jobs and who are doing the work necessary to develop the program as a service to the Academy members and meeting participants. Please thank them when you see them. We, in turn, offer special thanks to Raul Necochea of Boston College, Program Coordinator, and Wendy Gillett, of the University of California, Irvine, Professional Development Workshop Coordinator for their exceptional work in coordinating the entire Academy program.

Jean M. Bartunek  Jone L. Pearce
Boston College  U. of California, Irvine

Remember to check the Meeting Website, at http://www.aom.pace.edu/meetings/2000
Meet all the Meeting Planners...

The Toronto 2000 Organizing Committee

Program Chair - Jean M. Bartunek, Boston College
Program Coordinator - Raul A. Necochea, Boston College
Program Chair-Elect - Jone L. Pearce, U. of California, Irvine
Professional Development Workshops Coordinator - Wendy Gillett, U. of California, Irvine
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Caucuses - James Flynn, Wake Forest U.
Proceedings Editor - Stephen J. Havlovic, U. of Wisconsin, Whitewater
Director of Sponsorship - Karen S. Whelan-Berry, Samford U.
Exhibitors - Philip Stone, Point-One International
Placement - Geralyn M. Franklin, U. of Texas, Permian Basin
International Theme Committee - Morten Huse, Centre for Church Research, Norway/Scandinavian Institute for Research in Entrepreneurship
Internet Communications - Alan B. Eisner, Pace U.
Director of Membership - Carolyn Wiley, U. College, Dublin
Business Operations - Nancy Urbanowicz, AOM Headquarters
Business Operations/Meeting Planner - Terese Loncar, AOM Headquarters
Past Program Chair - Andrew H. Van de Ven, U. of Minnesota
Past Program Coordinator - Kelley D. Hinze, U. of Minnesota

The Division Program Chairs and Professional Development Workshop Chairs

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<th>Division</th>
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<td>Careers</td>
<td>Maury A. Peiperl, London Business School</td>
<td>Gayle Baugh, U. of West Florida; &amp;</td>
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<td>Conflicts Management</td>
<td>Judi McLean Parks, Washington U.</td>
<td>Shawn M. Carraher, Indiana U.</td>
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<td>Entrepreneurship</td>
<td>Thomas J. Dean, U. of Colorado</td>
<td>Karen A. Jahn, U. of Pennsylvania</td>
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<td>Gender and Diversity in</td>
<td>Ellen Ernst Kossek, Michigan</td>
<td>Alex Stewart, Texas Tech U.</td>
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<td>Organizations</td>
<td>State U.</td>
<td>Audrey Murrell, U. of Pittsburgh</td>
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<td>Health Care Management</td>
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<td>Human Resources</td>
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<td>Management Consulting</td>
<td>William Vroman, Strategic Planning Inc./U. of Baltimore</td>
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<td>Management Education &amp;</td>
<td>Robert DeFillippi, Suffolk U.</td>
<td>Kurt Motamedi, Pepperdine U.</td>
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<td>Development</td>
<td>Jorge Herrera, Nova Southeastern U.</td>
<td>Elena P. Antonacopoulou, Manchester Business School</td>
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<td>Management History</td>
<td>Gerald Biberman, U. of Scranton</td>
<td>Jane Whitney Gibson, Nova Southeastern U.</td>
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<td>Management, Spirituality, &amp;</td>
<td>Neal Ashkanasy, U. of Queensland</td>
<td>Kathleen M. Sutcliffe, U. of Michigan</td>
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<td>Managerial &amp; Organizational</td>
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<td>Organization &amp; Management Theory</td>
<td>Eric Abrahamson, Columbia U.</td>
<td>Joel A. C. Baum, U. of Toronto</td>
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<td>Organization Development &amp; Change</td>
<td>Ronald E. Purser, San Francisco State U.</td>
<td>Peter Sorensen, Benedictine U.</td>
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<td>Organizational Communication &amp; Information Systems</td>
<td>Mark Keil, Georgia State U.</td>
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<td>Organizations &amp; the Natural Environment</td>
<td>Gordon P. Rands, Western Illinois U.</td>
<td>Sanjay Sharma, St. Mary's U.</td>
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<td>Public &amp; Nonprofit Division</td>
<td>Michael Card, U. of South Dakota</td>
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<td>Research Methods</td>
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<td>Technology &amp; Innovation Management</td>
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<td>Raghu Garud, New York U.</td>
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### Additional Professional Development Workshop Organizers

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<td>Asia Academy of Management</td>
<td>ChungMing Lau, Chinese U. of Hong Kong</td>
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<td>Critical Management Studies</td>
<td>Paul Adler, U. of Southern California</td>
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<td>Iberoamerican Academy of Management</td>
<td>Sigmar Malvezzi, EAESP-FGV/IP-USP, &amp; Herman Aguinis, U. of Colorado, Denver</td>
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<tr>
<td>International Theme Committee</td>
<td>Ann Gregory, Memorial U. of Newfoundland</td>
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<td>New Doctoral Student Consortium</td>
<td>Paul N. Friga, U. of North Carolina</td>
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<td>Practitioner Series</td>
<td>Daniel Twomey, Fairleigh Dickinson U.</td>
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<tr>
<td>Mentoring Committee</td>
<td>Lisa K. Gundry, DePaul, U., &amp; Joycelyn Finley-Hervey, Jackson State U.</td>
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### The Local Arrangements Committee

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<th>Barbara Kelsey, Ryerson Polytechnic U.</th>
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<td>Catering</td>
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<td>External Special Events</td>
<td>Claudette Smith, Ryerson Polytechnic U.</td>
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<td>Debbie Stewart, U. of Toronto</td>
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<td>Internal Special Events</td>
<td>Hugh Gunz, U. of Toronto</td>
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<td>Danny Tzabbar, U. of Toronto</td>
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<td>Paulette Padanyi, Ryerson Polytechnic U.</td>
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<td>Hazel Kerwood, York U.</td>
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<td>Signage &amp; Staffing</td>
<td>Kelly Thomson, York U.</td>
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<td>T-Shirts</td>
<td>April Grieco, Independent Solutions</td>
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<td>Restaurant Guide</td>
<td>Paulette Padanyi, Ryerson Polytechnic U.</td>
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<td>Hotel Liaison</td>
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<td>Andrea Casey, George Washington U</td>
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<td>Margaret D. Gorman, George Washington U</td>
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<td>Past Local Arrangements Chair</td>
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Heather Crowe, Financial Manager and registration assistance
Linda Panzer, Registration assistance and adjustments
Susan Zaid, Registrar
Acknowledgements

We are very grateful to those who provided special assistance to the meeting planners.

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Membership Committee Chair
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Interactive Papers Chair
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Steve Gove, Arizona State U.
Melissa Cardon, Columbia U.

Practitioners Series
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Aygul Zaripova, Fairleigh Dickinson U.

Financial Support to the Program Chair
We gratefully acknowledge the financial contributions of the Andersen Consulting Fund at Boston College and the Society of the Sacred Heart.

Assistance at Boston College
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"Above and Beyond the call of duty" assistance to the Program Chair
Stuart Albert, Deborah Ancona, Allen Bluedorn, Linda Ducharme, Jane Dutton, Maribeth Tobin

Assistance at the University of California, Irvine

In the Graduate School of Management
Dean David Blake
Assistant Dean for Finance and Administration Gregg Goldman

"Above and Beyond the call of duty" assistance to the Professional Development Workshop Chair
Linda Argote, Harry Briggs, Patricia Martinez, Amy Randel, Steve Sommer,

Finally, we thank all the myriad of conscientious reviewers
IMPORTANT DATES TO REMEMBER

JUNE 28, 2000  Deadline to reserve your hotel accommodations. After 6/28/00, you will no longer be given the special convention rates or may find accommodations are sold out due to Caribana.

JULY 19, 2000  Deadline to register in advance of the meeting at the early registration rates. After 7/19/00, you must register on-site and pay the higher on-site fees.

JULY 26, 2000  Deadline to submit a cancellation request to the Academy for a refund of your registration fees.

LOCATION OF MEETING SESSIONS AND SHUTTLE SERVICES

The meeting sessions predominantly take place at the Co-Headquarters Hotels, the Royal York Hotel and the Sheraton Centre Hotel. Additional meeting sessions take place at the Hilton Hotel. The Royal York and Sheraton are accessible via an underground pedestrian mall. Shuttle bus service will run every 10-15 minutes between the Sheraton Centre and the Royal York Hotel. Sunday service will be from noon until 6:00 p.m. Service Monday and Tuesday runs from 7:30 a.m. until 6:00 p.m. On Wednesday, it starts at 7:30 and ends at 1:00 p.m. Since the Hilton Hotel is just a one-minute walk from the Sheraton, guests at the Hilton will need to go to the Sheraton for the shuttle.

CARIBANA!

The Academy of Management Annual Meeting in 2000 will coincide with Caribana, North America's largest cultural festival. Caribana occurs between July 21 and August 7 of 2000. Please book your airline and hotel accommodations early since complications may arise due to the lack of sleeping rooms in anticipation of approximately 1 million people attending the festival. Housing reservations can be secured using the Official Housing Reservation Form and discounted airline reservations can be secured via Association Travel Concepts.

T-SHIRT SALES TO BENEFIT COVENANT HOUSE, TORONTO

Make sure you don’t leave Toronto without your very own Official Conference T-Shirt (and pick up extras for friends and family!) All profits made on the sales of the T-Shirts benefit Covenant House Toronto, Canada’s largest youth shelter. Please read more about the T-Shirts and Covenant House within this guide.

Please be sure to read all the following information regarding the 60th Annual Meeting of the Academy of Management in Toronto, Ontario, Canada.

This guide contains the following information:

- Registration Information, including fees for members and non-members, payment methods, cancellation policy and spouse attendance
- EARLY REGISTRATION FORM
- Housing information including a hotel map, rates and accommodations.
- OFFICIAL HOUSING REGISTRATION FORM
- STUDENT HOUSING FORM
- Airline and rental car discounts and information.
- Passport and visa requirements for entry into Canada.
- T-Shirt sales to help Covenant House in Toronto.
- On-Site Child Care Services
- Special Events and Tour Information and Form
REGISTRATION INFORMATION  
Deadline: July 19, 2000

If you register before JULY 19, 2000 you pay a reduced registration fee. Payment must accompany your form. To register early, return the Early Registration Form by the deadline date to the address shown on the form. The early registration fees apply only when your registration is received in the Academy office by JULY 19, 2000. Registrations received after that date will not be accepted and you must register on-site and pay the higher fee.

**Member Registration Fees**

<table>
<thead>
<tr>
<th>Category</th>
<th>Early Fee</th>
<th>On-Site Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member: Academic &amp; Executive</td>
<td>US$ 150.00</td>
<td>US$ 210.00</td>
</tr>
<tr>
<td>Member: Student &amp; Emeritus</td>
<td>US$ 55.00</td>
<td>US$ 77.00</td>
</tr>
</tbody>
</table>

The Student registration fee does not include a ticket to the Tuesday Presidential Luncheon. Tickets to the Tuesday Presidential Luncheon can be purchased on the enclosed form or on-site.

**Non-Member Registration Fees**

<table>
<thead>
<tr>
<th>Category</th>
<th>Early Fee</th>
<th>On-Site Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Member: Academic &amp; Executive</td>
<td>US$ 265.00</td>
<td>US$ 325.00</td>
</tr>
<tr>
<td>Non-Member: Student</td>
<td>US$ 113.00</td>
<td>US$ 135.00</td>
</tr>
</tbody>
</table>

The Non-Member Registration fee includes a one-year membership and two complimentary divisions/interest groups. PLEASE select your two groups from the list below and include them in the appropriate section of the Early Registration Form. The Student registration fee does not include a ticket to the Tuesday Presidential Luncheon. Tickets to the Tuesday Presidential Luncheon can be purchased on the enclosed form or on-site.

**DIVISIONS**

- Business Policy & Strategy (BPS)
- Careers (CAR)
- Conflict Management (CM)
- Entrepreneurship (ENT)
- Gender & Diversity in Organizations (GDO)
- Health Care Management (HCM)
- Human Resources (HR)
- International Management (IM)
- Management Education & Development (MED)
- Management History (MH)
- Management Consulting (MC)
- Managerial & Organizational Cognition (MOC)
- Operations Management (OM)
- Organization & Management Theory (OMT)
- Organization, Development & Change (ODC)
- Organizational Behavior (OB)
- Organizational Communication & Information Systems (OCIS)
- Public & Nonprofit (PN)
- Research Methods (RM)
- Social Issues in Management (SIM)
- Technology & Innovation Management (TIM)
- Management, Spirituality and Religion (MSR)
- Organizations & The Natural Environment (ONE)

**INTEREST GROUPS**

- Management Consulting (MC)
- Management, Spirituality and Religion (MSR)
- Organizations & The Natural Environment (ONE)

**Payment Methods and Information**

The Academy of Management accepts payments in the forms of checks in U.S. funds drawn on U.S. banks and the following credit cards: VISA, MasterCard and American Express. We DO NOT accept purchase orders of any kind nor do we accept forms that do not include payment.

**Cancellations**

In order to receive a refund of your registration fees, you must request it in writing and postmark or fax it to the Academy by JULY 26, 2000. No refunds will be issued after JULY 26, 2000. Contact the Housing Bureau and the Tour Operator directly for information on canceling your hotel reservations and tours.

**Spouse Attendance**

Spouses who are not Academy Members are allowed access to Exhibit floor and provided a complimentary name badge. Please provide the name of your spouse in the space provided on the Early Registration Form.

**Restricted Access**

Access to the meeting is restricted to meeting registrants. Registrants must wear their name badge at all times.

**The Meeting Program**

Please bring your Program with you to the meeting — it is the only copy you will receive. Non-Members who register early are mailed a copy of the Program within 2-3 weeks. However, we must suspend the mailing of Programs to Non-Members after July 10, 2000 due to possible non-receipt. A limited number of Programs are available on-site at the Registration Desks for late registering Non-Members and people who register on-site.

**The Presidential Luncheon: Tuesday, August 8, 2000**

Seating for the Presidential Luncheon will be somewhat limited this year. You MUST exchange the luncheon coupon for a ticket as soon as you register. We will seat those with a ticket on a first-come basis. If you arrive late for the luncheon, you may not be able to be seated, even if you have a ticket. Members who fail to exchange for a ticket will probably not be accommodated this year.
INSTRUCTIONS
1. Fill out the NAME information.
2. Fill out the NAME BADGE as you wish it to appear on your badge. Enter spouse name if applicable.
3. REGISTER! If you are NOT A MEMBER of the Academy you must register as a Non-Member. Your fee includes a 1-year membership and 2 complimentary divisions. Calculate TOTAL AMOUNT DUE
4. Send the form and your payment via MAIL to Academy of Management, PO Box 3020, Briarcliff Manor, NY 10510 or fax to (914) 923-2615.
5. Payment must accompany form. We do not accept purchase orders or forms without payment.
6. Do not fax/send duplicate forms. Sending duplicate forms can result in duplicate charges.

Name (First/Last):
Address:
City: State/Province: Zip/Postal Code: Country: Phone: Fax:
Email:

NAME BADGE INFORMATION
NAME BADGE: AFFILIATION:

SPOUSE NAME FOR COURTESY BADGE:

MEMBER REGISTRATION FEES

<table>
<thead>
<tr>
<th>Member Type</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic/Executive Member (includes ticket)</td>
<td>$150.00 US</td>
</tr>
<tr>
<td>Student Member (does not include ticket)</td>
<td>$55.00 US</td>
</tr>
<tr>
<td>Emeritus Member (includes ticket)</td>
<td>$55.00 US</td>
</tr>
</tbody>
</table>

NON-MEMBER REGISTRATION FEES

<table>
<thead>
<tr>
<th>Member Type</th>
<th>Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Member: Academic/Executive (includes ticket)</td>
<td>$265.00 US</td>
</tr>
<tr>
<td>Non-Member: Student (does not include ticket)</td>
<td>$113.00 US</td>
</tr>
</tbody>
</table>

NOTE TO NON-MEMBERS: Please select two complimentary divisions/interest groups as part of your membership. Refer to prior page for division listings:

SELECTION ONE:  
SELECTION TWO:

ADDITIONAL SPECIAL EVENTS TICKETS AND ITEMS

<table>
<thead>
<tr>
<th>Event</th>
<th>Quantity</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Luncheon Ticket for Student/Guest</td>
<td></td>
<td>$30.00 US</td>
</tr>
<tr>
<td>Ash Grey Logo T-Shirt (available in M, L, XL and XXL)</td>
<td></td>
<td>$12.00 US</td>
</tr>
</tbody>
</table>

TOTAL AMOUNT DUE (Payment must accompany form)

PAYMENTS BY CHECK
Enclosed is my CHECK made payable (in U.S. funds and drawn on a U.S. bank only) to:

ACADEMY OF MANAGEMENT
Make sure your check is written for the correct amount and signed.

FOR OFFICE USE ONLY:

DATE: AMOUNT PAID: CHECK NO./CC:

PAYMENTS BY CREDIT CARD
We accept VISA, MASTERCARD and AMERICAN EXPRESS only!

Circle One: Expiration Date:

Card Number:
Cardholder Name:
Cardholder Signature:
HOUSING ACCOMMODATIONS  
Deadline: June 28, 2000

Please use the following OFFICIAL HOUSING FORM to secure your housing reservations.* Tourism Toronto, the Toronto Convention and Visitors Bureau, is the official agent for housing reservations. Housing Forms must be sent to the AOM Housing Bureau at the following address: AOM Housing Bureau, 207 Queens Quay West, P.O. Box 126, Suite 590, Toronto, ON, CANADA M5J 1A7, or faxed to (416) 203-6735.

*Note to Students: Do not use the Official Housing Form if you are securing reservations at Ryerson Polytechnic University. Please use the special Student Housing Form or contact Ryerson directly for reservations.

The rates quoted below are in Canadian (CDN) dollars and reflect a per room night rate. Approximations into US dollars were calculated on an exchange rate of 1.43% which is subject to change.

1. **HILTON TORONTO** 145 Richmond Street West
   
<table>
<thead>
<tr>
<th>Room Type</th>
<th>CDN Rate</th>
<th>US$ Approximation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single/Double/Twin (Note: Adult Quad not available)</td>
<td>$160.00</td>
<td>$115.00</td>
</tr>
</tbody>
</table>

2. **ROYAL YORK HOTEL** 100 Front Street West *(Co-Headquarters Hotel)*

<table>
<thead>
<tr>
<th>Room Type</th>
<th>CDN Rate</th>
<th>US$ Approximation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single/Double/Twin</td>
<td>$171.00</td>
<td>$120.00</td>
</tr>
<tr>
<td>Triple (Note: Adult Quad not available)</td>
<td>$191.00</td>
<td>$134.00</td>
</tr>
<tr>
<td>Small One Bedroom Suite</td>
<td>$499.00</td>
<td>$349.00</td>
</tr>
<tr>
<td>Medium One Bedroom Suite</td>
<td>$599.00</td>
<td>$419.00</td>
</tr>
<tr>
<td>Large One Bedroom Suite</td>
<td>$759.00</td>
<td>$531.00</td>
</tr>
<tr>
<td>Small One Bedroom Suite</td>
<td>$550.00</td>
<td>$386.00</td>
</tr>
<tr>
<td>Large One Bedroom Suite</td>
<td>$775.00</td>
<td>$542.00</td>
</tr>
<tr>
<td>Large Two Bedroom Suite</td>
<td>$937.00</td>
<td>$655.00</td>
</tr>
</tbody>
</table>

3. **SHERATON CENTRE HOTEL** 123 Queen Street West *(Co-Headquarters Hotel)*

<table>
<thead>
<tr>
<th>Room Type</th>
<th>CDN Rate</th>
<th>US$ Approximation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single/Double/Twin</td>
<td>$162.00</td>
<td>$113.00</td>
</tr>
<tr>
<td>Triple</td>
<td>$177.00</td>
<td>$124.00</td>
</tr>
<tr>
<td>Quad</td>
<td>$192.00</td>
<td>$134.00</td>
</tr>
<tr>
<td>Small One Bedroom Suite</td>
<td>$550.00</td>
<td>$386.00</td>
</tr>
<tr>
<td>Large One Bedroom Suite</td>
<td>$775.00</td>
<td>$542.00</td>
</tr>
<tr>
<td>Large Two Bedroom Suite</td>
<td>$937.00</td>
<td>$655.00</td>
</tr>
</tbody>
</table>

4. **STUDENT HOUSING: RYERSON POLYTECHNIC UNIVERSITY/PITMAN HALL RESIDENCE** 160 Mutual St.
   
   We are pleased to offer Student Members of the Academy of Management accommodations at Ryerson Polytechnic University in the Pitman Hall Residence facility. The facility features single rooms, an in-house dining facility, a courtyard, on-site parking and lounge space. Located only 4 blocks from the Sheraton (about a 10-15 minute walk), the residence facility is an economical option for students.

<table>
<thead>
<tr>
<th>Room Type</th>
<th>CDN Rate</th>
<th>US$ Approximation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Student Rate</td>
<td>$31.75</td>
<td>$22.00</td>
</tr>
<tr>
<td>Adult Rate</td>
<td>$46.00</td>
<td>$32.00</td>
</tr>
</tbody>
</table>

To secure your student room reservations, fill out the Student Housing form on this guide and fax it to (416) 979-5212 or e-mail your reservations to ReservRy@acs.ryerson.ca
OFFICIAL HOUSING RESERVATION FORM

August 4-9, 2000 Toronto, Ontario, CANADA

DEADLINE - All forms must be received by the AOM Housing Bureau by June 28, 2000.

DEPOSIT - To guarantee a reservation, a deposit of $165 CDN (approx. $116 US) must accompany each request. Acceptable payments include personal check, bank draft and certified check. Credit card information is also acceptable. Please note: a credit card number will act only as a guarantee for late arrival. Checks must be made payable to AOM Housing Bureau.

ACKNOWLEDGEMENT - An acknowledgement will be sent from the AOM Housing Bureau. Please allow 2 weeks for receipt of Housing Bureau acknowledgement. If you would like your acknowledgement faxed to you, please include your fax number on the housing form below. Please keep a copy of your original form for your records.

DUPLICATE FORMS - Send only 1 form if sharing with a colleague. Multiple forms cause duplication and possible double billing.

CANCELLATION/CHANGES - Prior to June 28, 2000, all changes, cancellations, etc. must be made in writing to the AOM Housing Bureau. After this date, changes must be made directly with the hotel. You must cancel within 48 hours of expected arrival date.

HOTEL INFORMATION - All hotel rates and listings are provided on the prior page. Please select your hotel from the list. Hotel reservations are made on a first come, first served basis.

NOTE TO STUDENTS RESERVING ROOMS AT RYERSON: Do NOT use this housing form to reserve your student rate room at Ryerson Polytechnic. Please contact Ryerson directly.

MAIL OR FAX COMPLETED FORMS TO:

AOM HOUSING BUREAU
207 QUEENS QUAY WEST, P.O. BOX 126, SUITE 590
TORONTO, ONTARIO CANADA M5J 1A7
FAX: (416) 203-6735

Name:
Company Name:
Address:
City: State/Province: Zip/Postal Code: Country:
Phone: ( ) Fax: ( )
Do you wish your acknowledgement faxed to you? (Circle One) YES NO
Arrival Date: Arrival Time: Departure Date: Departure Time:
Total Number of people occupying room: Please list names of all additional roommates below.
Roommate 1: Roommate 3:
Roommate 2: Roommate 4:

Please indicate your hotel choices below. (See hotel information on prior page. NOTE: Adult Quad not available at Hilton and Royal York)
(Single=1 person, 1 bed; Double=2 people, 1 bed; Twin=2 people, 2 beds; Triple=3 people, 2 beds; Quad=4 people, 2 beds)

1. [ ] Single [ ] Double [ ] Twin [ ] Triple [ ] Quad [ ] Suite 1 or 2 BDR S, M or L [ ] Other
2. [ ] Single [ ] Double [ ] Twin [ ] Triple [ ] Quad [ ] Suite 1 or 2 BDR S, M or L [ ] Other
3. [ ] Single [ ] Double [ ] Twin [ ] Triple [ ] Quad [ ] Suite 1 or 2 BDR S, M or L [ ] Other

☐ Please check here if you require a NON-SMOKING room.
☐ Please check here if you require special accommodations or accessibility. My requirements are:

PAYMENT INFORMATION
☐ I am enclosing a deposit check made payable to AOM HOUSING BUREAU in the amount of $ ________
☐ I am enclosing credit card information.
Type of Credit Card [ ] VISA [ ] MASTERCARD [ ] AMERICAN EXPRESS
Full name as it appears on card:
Credit Card Number:
Expiration Date:
Signature:

MAIL or FAX to: AOM HOUSING BUREAU 207 Queens Quay West, PO Box 126, Suite 590 Toronto ON Canada M5J 1A7 Fax: (416) 203-6735
STUDENT HOUSING RESERVATION FORM
August 4-9, 2000 Toronto, Ontario, CANADA

PITMAN HALL RESIDENCE: On-campus accommodations will be provided in Ryerson’s dormitory-style residence with shared bathroom and kitchen facilities. Pitman Hall, a modern, air-conditioned building located in the heart of downtown Toronto. All rooms provide a captain-style single bed and are comfortably furnished with in room telephone, and individual climate control.

PITMAN HALL ACCOMMODATION
Phone: (416) 979-5296 Fax: (416) 979-5212 E-Mail: ReservRy@acs.ryerson.ca
Address: Conference Services, 160 Mutual Street, Toronto, ON M5B 2M2

Please print or type.

NAME:______________________________________________________________________________
(LAST NAME) (FIRST NAME)

ADDRESS:___________________________________________________________________________
(NUMBER) (STREET NAME) (APT. #)
_____________________________________________________________________________________
(CITY) (PROVINCE/STATE) (POSTAL/VIP CODE)

E-MAIL ADDRESS:_____________________________________________________________________

PHONE: (             )__________________________ FAX: (             )___________________________

DATE OF ARRIVAL____________________ CHECK-IN: AFTER 4:00 P.M.

DATE OF DEPARTURE____________________ CHECK-OUT: by 11:00 A.M.

DAILY CONFERENCE RATE: ADULTS: $46.00 x ____ (# of Days) x 12% taxes = ____
FULL TIME STUDENT: $31.75 x ____ (# of Days) x 12% taxes ____

NOTE: All prices are subject to 5% PST and 7% GST

PARKING REQUIRED: Yes__________ No_________
(Space permitting, passes may be purchased upon arrival at the Residence Front Desk. The 2000 prices are $10.50 a day, $28.75 for 3 days or $57.50 per week. A 24-hour in/out access card will be issued upon check in and must be returned at check out. A $20 parking deposit is required. Failure of an individual to return the parking access card will result in a loss of the parking deposit.)

MC________ VISA_________ CC#_____________________________ EXP.___________

SIGNATURE:__________________________________________________________________________

Confirmation will be sent by mail for fax/mail reservation, time permitting.

Pitman Hall accepts cash, VISA, MASTER CARD and travellers checks. No personal checks accepted. All reservations must be confirmed with a credit card. Your credit card will not be charged until you arrive. You must provide at least 24 hours cancellation notice to avoid being charged for the room.
TRAVEL INFORMATION

ASSOCIATION TRAVEL CONCEPTS (ATC) is the official travel agency for the 2000 Annual Meeting of the Academy of Management. ATC has negotiated special discounts with American Airlines, Air Canada and Avis Rent-a-Car to provide AOM registrants with airfares lower than those available to the public. Please contact ATC to access these rates. If, however, you do choose to contact the carrier directly, please use the Group number listed below.

To take advantage of these special offers available from ATC call, email or fax:

1-800-458-9383
Email: atc@assntravel.com
www.assntravel.com
Fax: (619) 581-3988

Discounts apply for travel 8/4/00 - 8/9/00. ATC is available for reservations from 9:00 AM - 9:00 PM Eastern Standard Time, Monday - Friday.

BY AIR

AIR CANADA and AMERICAN AIRLINES have been named the official airline carriers for the 2000 Annual Meeting of the Academy of Management. Book your airline reservations through ATC. By using ATC, you will receive 10-15% off fares if purchased more than 60 days prior to the meeting. For tickets purchased less than 60 days prior, the discounts will be 5-10% off the lowest available fares. Some restrictions may apply. ATC will also search for the lowest airfare on any airline serving Toronto. Contact ATC at 1-800-458-9383 to book now. If you choose to call Air Canada and American Airlines directly, the contact information is as follows:

<table>
<thead>
<tr>
<th>Air Canada</th>
<th>(800) 268-0024</th>
<th>Group #CV375868</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Airlines</td>
<td>(800) 433-1790</td>
<td>Group #AN4080 UI</td>
</tr>
</tbody>
</table>

If you choose to use your university or own travel agency please refer to the Group Code Number listed above when booking on the official carrier to receive discounts.

BY CAR

AVIS RENT A CAR has been named the official car rental agency for ground transportation to the 2000 Annual Meeting. AVIS is offering special meeting rates to Academy members. To reserve your rental car, please call ATC at 1-800-458-9383 or call AVIS direct at (800) 331-1600. If you contact AVIS directly please refer to Group #J949039.

The following rates are guaranteed in Canadian dollars. Return to the same renting location or additional surcharges may apply. All rates include unlimited free kilometers. Weekend daily rates are available from noon Thursday - Monday at 11:59 p.m. The rates are available one week before to one week after the dates of the meeting. The rates listed do not include taxes or any other service fees.

<table>
<thead>
<tr>
<th>Car Group</th>
<th>Daily (CDN$)</th>
<th>Weekly (CDN$)</th>
<th>Weekend (CDN$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub Compact</td>
<td>A: $41.99</td>
<td>$235.99</td>
<td>$35.99</td>
</tr>
<tr>
<td>Compact</td>
<td>B: $41.99</td>
<td>$235.99</td>
<td>$35.99</td>
</tr>
<tr>
<td>Mid-Size</td>
<td>C: $44.99</td>
<td>$248.99</td>
<td>$38.99</td>
</tr>
<tr>
<td>2-Door Full Size</td>
<td>D: $48.99</td>
<td>$257.99</td>
<td>$40.99</td>
</tr>
<tr>
<td>4-Door Full Size</td>
<td>E: $48.99</td>
<td>$257.99</td>
<td>$40.99</td>
</tr>
<tr>
<td>Luxury</td>
<td>H: $59.99</td>
<td>$325.99</td>
<td>$53.99</td>
</tr>
<tr>
<td>Mini Van</td>
<td>V: $56.99</td>
<td>$307.99</td>
<td>$49.99</td>
</tr>
</tbody>
</table>

GROUND TRANSPORTATION FROM THE AIRPORT

The Lester B. Pearson International Airport is the main point of arrival and departure for international travel. Pearson is located in the northwest corner of Toronto. Allow approximately 40 minutes to travel downtown. Transportation options from the airport include motor-coach airport shuttle service, taxis and limousines.

SHUTTLE DISCOUNT COUPON!

For your convenience, Pacific Western has provided a Cdn$1 discount coupon for ground transportation from the Lester B. Pearson International Airport to the conference hotels using the Airport Express Shuttle. You can catch the shuttle right at the airport terminals. Look for the discount coupon in the advertisement pages!

PUBLIC TRANSPORTATION

Be good to the environment! Toronto has an excellent subway and mass transit system (the TTC). Union Station is located below the Royal York Hotel, and Osgoode Station is a short walk of the Sheraton Centre and Hilton. More information can be found by visiting the TTC at http://www.city.toronto.on.ca/ttc/schedules/index.htm or by calling 393-4636.
PASSPORTS AND VISAS

Requirements for travel to Canada and re-entry into the U.S.:

U.S. CITIZENS OR PERMANENT RESIDENTS
Passport or these 3 pieces of identification: 1) a photo ID 2) a birth certificate 3) a baptismal certificate or voter registration card. Proof of residence may also be required.

NATURALIZED U.S. CITIZENS
Naturalization certificate or other evidence of citizenship.

NON-U.S. CITIZENS
Non-U.S. citizens are strongly advised to determine their individual requirements for travel documents and visas by consulting the Canadian Embassy, High Commission or Consulate in their home country before departing from the U.S. or from their home country. A valid passport is required and some persons may require a visa.

RESIDENTS WITH TEMPORARY RESIDENCE CARDS
Valid passport; some persons may require a visa.

RESIDENTS WITH EMPLOYMENT AUTHORIZATION
Valid passport; some persons may require a visa.

PERMANENT RESIDENTS WHO ARE NOT U.S. CITIZENS
Resident Alien card (U.S. Form 1-151 or 1-511).

PERSONS OTHER THAN U.S. CITIZENS OR LEGAL, PERMANENT RESIDENTS OF THE U.S.
Valid passport; some persons may require a visa.

F1 AND J1 STUDENTS/SCHOLARS
Passport and Canadian visitors visa if from a visa requiring country. Students should note that their status in the U.S. does not confer any status in Canada or give them the right to re-enter the U.S. To qualify for re-entry into the U.S. you must 1) be in Canada less than 30 days 2) have been in lawful status while in U.S. 3) have F1 or J1 student/scholar status 4) have an unexpired passport 5) have an unexpired I-94 card with you 6) have a current I-20 AB form (for F1 students/scholars) or IAP-66 form (for J1 students/scholars) in your possession (make sure that all the information on the front of the form is correct and that the form is signed for travel by the designated university official. The signature must be less than one year old.)

F1 AND J1 STUDENTS/SCHOLARS ON PRACTICAL/ACADEMIC TRAINING
In addition to the above listed documents you must have 1) proof of your authorized work permission, i.e. an EAD card for F1 students, and a work authorization letter issued by your university’s office for international students for J1 students 2) a letter of employment from your employer, if possible.

PERSONS UNDER 18 ACCOMPANIED BY PARENT
Travellers visiting Canada with children should carry identification for each child similar to that of adults.

PERSONS UNDER 18 NOT ACCOMPANIED BY PARENT
Letter from a parent or guardian giving permission to travel to Canada.
T-SHIRTS!

Once again we will have the official conference T-shirt, with the particularly striking Toronto 2000 logo. You'll love it! Your friends who didn't think to get the shirt will all be envious! The cost is just $12 USD for a high quality T-shirt that sports the logo designed for this year's conference.

This commemorative T-shirt is a great souvenir and a wonderful way to remember the fantastic time you will have had in Toronto. More importantly, all proceeds from the sale of T-shirts will benefit Covenant House Toronto, Canada’s largest youth shelter. Covenant House will also be the site of this year's service-learning project, to be held beginning at 9 AM on Friday, August 4th. To pre-register to participate, or for more information, contact Gordon Rands at 309-298-1342 or GP-Rands@wiu.edu.

Avoid the rush and hassles at on-site registration by ordering your t-shirt on the Early Registration Form, and then pick up your shirt when you check in at the conference. Then you'll have something comfortable and colorful to wear while you're in Toronto. Take the opportunity to get a great souvenir and champion the Academy's goal to support organizations that aid the less fortunate.

Our Charity: Covenant House Toronto

Over the past 17 years, Covenant House has offered help and hope to tens of thousands of homeless young people. These kids, most of whom are between 16 and 18, come not just from the Toronto area but from every part of Canada and even other countries seeking the things many of us take for granted, like a roof, a meal, medical care and an opportunity to improve ourselves. The problems that confront kids in the streets are increasingly more complex. They are often escaping from drugs, crime and violence, yet our society finds itself less and less willing to understand or do something about the issues these young people face.

Covenant House’s mission starts from a premise of absolute respect and unconditional love for these suffering children of the street. The youth are provided with much more than shelter. They are offered opportunities to change their lives through counseling, education and vocational assistance. Covenant House strives to substitute the rules of street life for structure and caring relationships, based on love, self-respect and confidence-building. The dedicated team of staff, volunteers and donors at Covenant House achieve outstanding results.

“We work miracles here,” a staff member observes. “They may be slow and gradual, but they are miracles nonetheless. We hear back from our kids often enough to know that this is true."

CHILD CARE SERVICES
Childcare facilities will be available at the Sheraton Centre from 10:00 a.m. to 11:00 p.m. daily. Rates will be approximately $5.50US per hour per child.

CANADA GENERAL INFORMATION

CURRENCY
The monetary system in Canada is based on CDN dollars and cents. Most Canadian businesses accept U.S. currency and travelers checks. If you wish to exchange your currency for Canadian currency, to get the best rates, you should exchange your money at a financial institution.

GOODS AND SERVICES TAX REFUND
A 7% Goods and Services Tax is charged on most goods and services sold in Canada. Under the Visitor Rebate Program, visitors may receive a tax refund on accommodations and goods taken home.

INSURANCE
Visitors are not covered by Canadian health insurance plans. Visitors should check their health plans to determine if coverage extends to services rendered outside their country of residence.

CLIMATE
The weather — kept temperate by Lake Ontario — is among the warmest in Canada. During August, the temperature ranges from the mid-70’s to mid-90’s Fahrenheit (mid-20’s to mid-30’s Celsius), and the weather is generally sunny and humid.

A20
Exciting Special Events in Toronto

BLUE JAYS GAME  
_Saturday, August 5, 2000_

Experience the thrill of a Major League baseball game at the amazing SkyDome. Considered to be the world’s finest entertainment complex, it has the world’s first fully retractable domed roof and is an incredible piece of technology. This afternoon you will have the opportunity to see the Toronto Blue Jays in action. Your group will have the time of their lives as the Dome extends a warm welcome to its special guests. Enjoy baseball at its finest at SkyDome, and cheer on your favourite team to a win!

CARIBANA AEROBICS  
_Sunday, August 6, 2000_

Join us for Sunday morning aerobics, August 6th. Start your day with an invigorating low-impact class set to Caribana (and other) music! Each participant will receive an official Academy “Toronto 2000” T-shirt. Weather permitting, we will exercise outdoors in the Sheraton’s rooftop garden.

ACQUAINT YOURSELF WITH TORONTO  
_Sunday, August 6, 2000_

Toronto welcomes you with open arms and unmatched hospitality to Canada’s largest city made up of an incredible mix of people from all over the world. Sit back and enjoy the sights as the city’s fascinating past and vibrant present unfold.

During your city tour, enjoy a visit to Casa Loma. Canada’s famous medieval-style castle is situated in the heart of mid-town Toronto and is a monument to one man’s vision of grandeur. Enjoy the red carpet treatment as you wander through the ninety-eight fascinating rooms, marvelling in the castle’s history. This “house on the hill” is a must-see during your visit to Toronto.

A great introduction to a truly great city!
ARCHITECTURAL CITY WALKING TOUR
Monday, August 7, 2000

Toronto possesses a rich variety of architecture from Georgian manors to theatrical post-modern offices. They embroider our streets in an easy grace that gives Toronto a very special urban fabric.

Some of the sights to see include "Old Town", Toronto City Hall, St. Lawrence Hall, Roy Thomson Hall, the Royal Alexandra Theatre, and of course the CN Tower, and SkyDome. Your only limitation will be the strength of your walking legs!

Enjoy a guided two hour walking tour to view some of these great buildings.

HARBOUR TOUR AND CN TOWER
Monday, August 7, 2000

Step on board and relax on our sightseeing boat for a delightful one hour Harbour tour on Lake Ontario, one of the five Great Lakes. Lake Ontario is actually an inland sea, and today as your group motors across its waters your Captain will reveal many new and exciting things about the city, Toronto Harbour and the Islands.

Once you’ve seen Toronto by water, an aerial view of the city is a must! Our visit takes us to the clouds to explore the World's tallest free-standing structure - the CN Tower. There is a sixty second ride in the glass-faced elevators to the Observation Level, located at the 333 meter (1000+ foot) level. The potential 120 kilometer (75 mile) view offers sights of the city and a spectacular view across the lake.

LET THE CHARM OF THE NIAGARA REGION MESMERIZE YOU
Tuesday, August 8, 2000

No trip to Ontario would be complete without a visit to Niagara Falls and the surrounding region. Embark on this fully conducted tour to one of Canada's most unique areas - The Niagara Peninsula. With a blend of contemporary man-made achievement and nature's own beauty and wonder, the region is truly an Ontario jewel.

Since the early 1820's, millions of visitors have been attracted to Niagara Falls. The Falls are awe inspiring - even more so aboard the historical world famous Maid of the Mist. The tour will cruise right to the base of the American Falls where you will hear the thunder on the rocks and feel a cool mist on your face.
After a delightful lunch overlooking the Falls, your tour will proceed to Niagara-on-the-Lake, a charming town considered to be one of the prettiest in Ontario. Enjoy shopping at the quaint craft and speciality shops – your dollars go much farther in Canada!

**ONTARIO SCIENCE CENTRE**

*Tuesday, August 8, 2000*

Enjoy an exciting and informative afternoon at the Ontario Science Centre! The Ontario Science Centre was designed to make education interactive and fun too. With more than 500 exhibits, many of them requiring participation, you will see the advancement of technology through the ages and understand how the physical world works.

Dive into the deepest oceans, soar through limitless space, or stand in the centre of spectacular movie making special effects. These are just a few of the adventures that will excite and inspire you at the OMNIMAX Theatre, where even the fascinating Canadian-made projection system becomes an exhibit.

This is one place where you'll never see a sign saying, "Do Not Touch."
PLEASE TYPE OR PRINT. Name listed must be used for pick up of all group reservation tickets in Toronto.

Family Name:                    First Name:                      

Additional Registrants:                     

Address:                     

City:                     Province/State:                     

Country:                     Postal/Zip Code:                     

Telephone:                     FAX:                     E-Mail:                     

EXCURSION OPTIONS

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<tr>
<th>DATE</th>
<th>TOUR</th>
<th>TIME</th>
<th># OF TICKETS</th>
<th>TICKET PRICE (Including GST)</th>
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<tr>
<td>Sat. Aug. 5, 2000</td>
<td>Blue Jays Game</td>
<td>4:00 pm Start</td>
<td></td>
<td>$40.00 CDN / 29.00 US</td>
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<td>Sun. Aug. 6, 2000</td>
<td>Caribana Aerobics</td>
<td>7:00 am Start</td>
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<td>$23.00 CDN / $14.00 US</td>
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<td>Sun. Aug. 6, 2000</td>
<td>City Tour / Casa Loma</td>
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<td>Mon. Aug. 7, 2000</td>
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<td>$19.00 CDN / $14.00 US</td>
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<tr>
<td>Tues. Aug. 8, 2000</td>
<td>Niagara Falls</td>
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<td></td>
<td>$74.00 CDN / $52.00 US</td>
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<tr>
<td>Tues. Aug. 8, 2000</td>
<td>Ontario Science Centre</td>
<td>2:00 pm - 6:00 pm</td>
<td></td>
<td>$51.00 CDN / $36.00 US</td>
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TOTAL $   ________ CDN

Payment will be processed in CDN funds and then exchanged to your currency by your credit card company. The US price indicated has been converted at 40%.

RESERVATIONS

Full payment must be received by Friday, July 7, 2000. Written confirmation of tour registration will not be sent. Credit card statements serve as confirmation of receipt. Forms will not be accepted or processed without full and correct payment. All tours depart from the Richmond St. exit of the Sheraton Centre. Tour tickets will be distributed at the Academy of Management Tour Registration Desk at the Sheraton Centre in Toronto. All delegates require their tour ticket in order to provide proof of registration.

TOUR CANCELLATIONS/REFUNDS

The tour company (Toronto Tours Ltd.) reserves the right to cancel any tour that does not reach the minimum passenger count. In the event that a tour is cancelled, Toronto Tours Ltd. will attempt to notify all delegates of cancelled tours as soon as possible. Refunds for cancelled tours will be credited to you in as timely a manner as possible. Attendee cancellation requests received in writing before Friday, July 7, 2000 will be entitled to a refund minus a 15% administration fee. No requests for refunds will be accepted after Friday, July 7, 2000.

PAYMENT

Full payment must be received by Friday, July 7, 2000. Payment will be accepted by VISA, MASTERCARD, or AMERICAN EXPRESS (processed in Canadian Dollars). Please note: Diners Club is not accepted. Please forward Registration Form with Payment information to:

TORONTO TOURS LTD., Attention: Program Coordinator, Associations
60 Harbour Street, 5th Floor, Toronto, Ontario
CANADA M5J 1B7
Fax: 1.416.869.0284 / E-mail: ttours@torontotours.com

Forms will not be accepted or processed without full and correct payment.

Payment:  AMERICAN EXPRESS  VISA  MASTERCARD

CREDIT CARD #:                  EXPIRY DATE:                  

I AUTHORIZE TORONTO TOURS LTD. TO CHARGE MY CREDIT CARD AS INDICATED FOR THESE TICKETS:

NAME ON CARD  SIGNATURE

PLEASE SPECIFY ANY SPECIAL ARRANGEMENTS YOU REQUIRE:
Placement Services

Placement Services are available only to persons who register and attend the annual meeting. An orientation on using the Academy’s Placement Services will be held on Saturday, August 5, from 6:00-7:00 p.m. in the York Room of the Sheraton Centre, and again on Sunday, August 6, from 4:00-5:00 p.m. in the same room.

Pre-registration for Placement Services may be done online at http://www.aom.pace.edu/placement from Saturday, July 1, until Saturday, July 29. Persons unable to preregister should bring completed applicant or employer forms (available in hard copy online) 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 the Sheraton Hall Exhibits Area or $125 for tables in smaller meeting rooms (considered “premium” rooms). Placement Services will be located at the Sheraton Centre Toronto Hotel.

For additional information on Placement Services, please contact Geralyn McClure Franklin, Director of Academy Placement Services, at (915) 552-2170 or franklin_g@utpb.edu.

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 Placement Services 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.
SUNDAY

New Member Orientation
All - and we mean all- new members are invited to a special orientation session to be held Sunday, August 6, from 1-2 PM in the Sheraton Centre Conference Room B. The New Member Orientation provides insight into Academy of Management governance, highlights of the annual meeting, ways of getting involved in the Academy, membership benefits, and networking. Refreshments will be served.

Distinguished Executive Speaker & Academy Business Meeting
All members are invited to presentation by the Academy’s Distinguished Executive Speaker, Sunday at 5:30 PM in the Royal York’s Ontario room. The name of the Distinguished Executive will be announced on the Meeting Website. President David Whetten will summarize this year’s Academy activities and introduce our Distinguished Speaker.

The Village Square/Images of a New Time
The Village Square will open officially on Sunday at 7:00 PM in the Ballroom of the Royal York. Come mingle with colleagues while enjoying the art and poetry of fellow AOM members and sipping a drink! New art and poetry will also be introduced on Monday at 4:10 PM and Tuesday at 3:40 PM, accompanied by the appropriate fanfare and refreshments.

All-Academy Reception & Party
The Academy Reception & Party will follow the opening of the Village Square, at 7:15 PM on Sunday in the Concert Hall of the Royal York. The reception is hosted by the Toronto 2000 Organizing Committee and the Party, beginning at 9 PM will feature Canada’s own Hip Kings, a popular all sorts-of-music band guaranteed to keep you off your seat with jazz, blues, swing, Latin beats, you name it!

MONDAY

Monday Night Reception for New and Non-US Members
Already a tradition for the Academy, the Membership Committee in coordination with the International Theme Committee welcomes all AOM members, but especially the new and non-US ones, to this reception to be held Monday at 8:00 PM in the Sheraton Centre’s Dominion Ballroom South.

Caucuses
These informal sessions (#s305-321) offer an opportunity to meet others with similar interests. Seventeen topics have been organized by Caucus Coordinator James Flynn. The caucuses will take place in the Canadian Room of the Royal York on Monday evening from 6:30 - 8:30 PM.

TUESDAY

Presidential Luncheon
President David Whetten will address the Academy in this session. Winners of the Distinguished Service, Scholar and Educator Awards, the Terry Book Award and the various Best Paper Awards will be announced by President-Elect Andrew Van de Ven. The luncheon is scheduled between 12:00 PM and 2:00 PM on Tuesday. Tickets are necessary for admission. Please arrive on time to ensure a seat.
FROM SUNDAY ON

Membership Committee
To assure that members have ample opportunity to participate in AOM activities, the Membership Committee will have a desk in the Registration area in the Sheraton Centre starting Sunday. Members are encouraged to stop by, update their member information, discuss their interests and sign up for committees that interest them.

International Theme Committee
The International Theme Committee (formerly the International Programs Committee), in conjunction with the Membership Committee, will host a Global Networking Area from Sunday to Tuesday in the Sheraton Hall of the Sheraton Centre. The International Theme and Membership Committees encourage members to stop by, enjoy refreshments and discuss international teaching, research, funding and other issues of interest in the international arena.

Business Meetings & Social Hours
All divisions hold formal Business Meetings and informal Social Hours during the regular program. Members and potentially interested newcomers are welcome to attend. See the program for time and place details.
Welcome to Toronto and the 2000 Academy of Management Meeting. Each year several universities act as sponsors for our annual meeting by providing financial support at one of three levels: Gold - $5,000, Silver - $3,000, and Host - $1,500. In addition, we recognize the Academy's Program Chair's school as a Gold Level Sponsor, due to that individual's and their university's significant support of the Academy meeting. Historically sponsors were only in the immediate geographic area of the meeting site. Over the last few years we have expanded our sponsors to include schools around the world.

This year we have seventeen sponsors whose institutions have combined to contribute $49,500. A number of schools have sponsored several consecutive Academy Annual Meetings. The Academy is very grateful to the sponsors for the 2000 meeting. Please thank faculty and other representatives of these schools during our meeting. I am grateful to our sponsors for their support of the Academy of Management and our Annual Meeting.

Karen S. Whelan-Berry, Samford University School of Business
Director of Academy Sponsorship

Gold Sponsors

Brigham Young University

The Marriott School of Management, named for benefactors J. Willard and Alice S. Marriott, is committed to providing a solid business education that combines secular and spiritual learning. As an integral part of Brigham Young University, the mission of the Marriott School reflects the values of the Church of Jesus Christ of Latter-day Saints. This mission is to attract and develop men and women of faith, character, and professional ability who will become outstanding managers and leaders throughout the world. Ned C. Hill, Dean of the Marriott School of Management, said:

At the Marriott School, we have long believed that great input leads to great output. That’s why one of our major focuses has been attracting outstanding students from across the nation and around the world. Over the past decade, we have seen marked improvements in the qualifications of our entering students.

Input alone doesn’t produce great managers. We have adopted a unique approach to business education that is not only rooted in strong management and disciplinary training, but is also supported by an emphasis on value- and principle-based leadership.

The combination of this input and our faculty’s expertise produces men and women prepared to become outstanding contributors and leaders in organizations throughout the world.

The Marriott School values the perspective that minority and international students bring to the classroom. Twenty percent of the students come from outside the U.S., more than 57 percent of the faculty and 80 percent of the students are bilingual, and some 30 percent speak a third language.
Gold Sponsors (cont.)

Boston College

Boston College is a coeducational university with an enrollment of 8,900 undergraduate and 4,800 graduate students representing every state and more than 85 countries. Founded in 1863, it is one of the oldest Jesuit, Catholic universities in the United States. US News & World Report ranks Boston College 39th among national universities, and 45th on its list of the Best Values in Higher Education.

Boston College's Wallace E. Carroll School of Management provides undergraduate and graduate management education attuned to the needs of today's business world. The school enrolls 2,300 undergraduates and 700 part-time and 240 full-time graduate students in its MBA, MSF and Ph.D. programs. The undergraduate program, offering a Bachelor of Science in Management, focuses on developing broadly based leaders and managers who bring an ethical perspective to business decision making. On the graduate level, the school offers four degree programs:

- Master of Business Administration (MBA), emphasizing hands-on learning and a global outlook
- Master of Science in Finance (MSF), a rigorous ten-course curriculum providing advanced financial skills
- Ph.D. in Management with a Concentration in Finance
- Ph.D. in Management with a Concentration in Organization Studies

A graduate-level professional development program, Leadership for Change, offers graduate credit to individuals interested in helping their organizations manage change while integrating social and financial goals.

McMaster University

The Michael G. DeGroote School of Business, McMaster University, Hamilton, Ontario, is a proud sponsor of the Academy of Management.

Program Offerings:

**Ph.D.:** Our Ph.D. program in Business Administration offers fields of specialization in Human Resources (HR) and Management Sciences/Systems (MS/S).
- The HR field is concerned with the study of all aspects of the employment relationship. Students are exposed to historical and contemporary theories, conceptual frameworks, and empirical research in human resources applications. This exposure provides a foundation for research in areas such as compensation systems, staffing, work team effectiveness and work attitudes.
- MS/S focuses on the development and application of quantitative modeling and systems approaches to solving management problems. Areas of application for these techniques include management information systems, operations management, logistics, marketing, finance, accounting, and e-commerce.

**MBA:** Canada’s largest MBA Co-op program, where work terms are interspersed with course work. Our MBA program offers streams in all the major functional areas of business plus:
- Electronic Commerce, the School’s newest innovation. This is a special, full-time, two year program with a summer internship;
- Finance, featuring the first Educational Trading Centre in Canada outside of Quebec;
- Health Services Management (HSM), the only program of its kind in Canada;
- Management of Innovation and New Technology

**U.G.:** Our undergraduate program offers concentrations in Accounting, Finance, Human Resources, Management Science & Information Systems, and Marketing.

Visit our web site: http://www.business.mcmaster.ca/
Queen’s School of Business is a faculty of Queen’s University, Canada’s oldest degree-granting institution. Queen’s School of Business is Canada’s national business school, attracting students from across Canada and around the world. In 1919, Queen's became the first university in the country to offer business degrees.

The School has an outstanding reputation for its academic programs, which include the flagship BCom program, full-time and Executive MBA programs, an MSc in Management, and a unique double-major PhD program. Queen’s School of Business is also Canada’s acknowledged leader in executive education, with more than half the market for senior managers and a client list of over 1,200 organizations.

Some recent achievements by Queen’s School of Business include:

- #1 ranked MBA program in Canada by Canadian Business magazine for the last three years.
- Ranked by Financial Times (UK) among the Top 30 executive development centres in the world – and #1 in Canada
- BCom students at Queen’s enjoy a 100% success rate in finding career-quality jobs
- All programs recently received unconditional accreditation by the AACSB (The International Association for Management Education)

Texas A&M University

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, organizational behavior (micro and macro), human resource management, international 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 Center for Human Resource Management and the Center for New Ventures and Entrepreneurship are both key units within the Department. The faculty in Management include Michael Abelson, Leonard Bierman, Maura Belliveau, Wendy Boswell, Victoria Buenger, Albert Cannella, Adrienne Colella, Tina Dacin, Angelo DeNisi, Lorraine Eden, Charles Goodman, Ricky Griffin, David Hannah, Don Hellriegel, Michael Hitt, Gareth Jones, Ramona Paetzold, Tim Peterson, Michael Pustay, Peter Rodriguez, Daniel Simon, Klaus Uhlenbruck, Michael Wesson, Richard Woodman, Asghar Zardkoohi, and Jing Zhou.

University of Toronto

The Joseph L. Rotman School of Management at the University of Toronto provides professionally-relevant management education programs for students and executives, and leading-edge research in all disciplines and fields of management. Consistently ranked among the top business schools in the world, the School offers graduate and undergraduate degree programs, including the prestigious Toronto MBA and Executive MBA Programs, a first-rate Doctoral Program, the distinctive Master of Management & Professional Accounting, and the MBA/LLB Program, offered jointly by the Rotman School and the Faculty of Law. The School also offers an innovative series of Executive Education Programs tailored to the current needs of businesses and individual managers.
Gold Sponsors (cont.)

University of Toronto (continued)

Under the leadership of Dean Roger Martin, the Rotman School is on a bold mission to become one of the world's top ten business schools. The School is staking out uncharted new territory in business education by focusing on integrative thinking for global competitive advantage in an environment that views each individual as a uniquely valuable asset.

Entering MBA GMAT scores for Rotman students have increased from 617 in 1994 to 672 in 1999, placing them in the 93rd percentile of GMAT writers worldwide. Rotman students are taught by some of the most distinguished faculty members in the country. Five of seven fellows of the prestigious Royal Society of Canada who are currently teaching at Canadian business schools are professors at the Rotman School. Top global firms actively recruit Rotman graduates, who are supported in their job search by a professional career development centre. Upon graduation, graduates join a vibrant worldwide alumni community of more than 16,000 management professionals in 80 countries.

York University

The Schulich School of Business at York University (established in 1966 as the Faculty of Administrative Studies) is one of the leading business schools in Canada. The School offers a full range of degree and non-degree programs, including two undergraduate degrees (the BBA and the International BBA), three Masters level degrees (MBA, International MBA and MPA), and the Ph.D. Schulich programs emphasize relevance to real-world contexts, an applied focus, globalization, and critical managerial skills such as group, negotiation, and presentation skills. MBA students can choose among a wide range of concentrations from the traditional business disciplines to focused programs such as real property management, financial engineering, business and sustainability, and arts and media management. The Schulich School provides students the many benefits of being located in Toronto, one of the world’s most cosmopolitan cities as well as being the corporate and financial capital of Canada. The School’s global focus is one of its most important attributes. It is reflected in the IMBA and IBBA degrees, in the international emphasis throughout our curriculum and in our academic exchange agreements with over thirty leading international management schools in some twenty countries in the Americas, Asia, Europe, and the Middle East.

Silver Sponsors

University of Alberta

Founded in 1908, the University of Alberta is one of Canada's foremost research-intensive institutions of higher learning. The University's main campus in Edmonton is home to over 30,000 full and part-time students enrolled in over 60 different undergraduate and graduate-level degree programs. The teaching of Business at the University 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 2200 students are presently enrolled. The Faculty is extremely active in research and a key participant in Academy events. In 1999 Bob Hinings received the Distinguished Scholar Award from the OMT Division of the Academy. 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, Organization Science, Journal of Management Studies, Journal of Management Inquiry, and Organizational Research Methods.
Silver Sponsors (cont.)

Baylor University

Founded in 1845, Baylor University is the oldest and largest private university in Texas and today ranks among the top 1% of educational institutions in the country for the number of National Merit Scholars enrolled. The Hankamer School of Business (est. 1923) is dedicated to preparing business professionals capable of competing successfully in an integrated world economy. The school believes that its graduates must not only possess global perspectives, current business knowledge, and skills in communications and technology, they must also have strong ethical values and leadership capabilities in order to truly influence organizations and make a difference in people’s lives.

With 3,300 undergraduate and 292 graduate students, Hankamer offers 19 major fields of study for the BBA and 10 fields for its various graduate business degrees, as well as Executive MBA programs on two campuses (Waco and Dallas). The school also several active professional centers that include The McBride Center for International Business, Institute for Family Business, John F. Baugh Center for Entrepreneurship, Center for Professional Selling, and Center for Business & Economic Research.

Hankamer has received national recognition for its programs in entrepreneurship (ranked #5 by U.S. News & World Report), accounting (ranked #6 by the National Association of State Boards of Accountancy), undergraduate business (ranked #51 by U.S. News & World Report), and graduate business (named in The Princeton Review’s Top 75 list).

Among recent innovations at Hankamer: The Edward Jones New Venture Challenge in which student teams compete in the creation of new business ventures, and The National Collegiate Sales Competition, an annual event in which students must sell a product to a professional buyer before a video camera while under the scrutiny of judges who are sales professionals.

Rochester Institute of Technology

The College of Business at Rochester Institute of Technology prepares graduates to compete successfully in the business world. Students are able to convert managerial learning in to pragmatic business applications and are educated to manage people, technology, and quality in a global context. The college is accredited by the AACSB, the International Association for Management Education. We are home to the RIT/USA TODAY Quality Cup Competition that recognizes teams that make significant contributions to the improvement of quality in their organization. The College also hosts the Technology Management Center and the Center for International Business.

Through their relationship with industry, the faculty blend theory with applications to facilitate the transfer of knowledge from the classroom to the work environment. We give our students the analytical and problem-solving skills that will make them an asset to their employers and that will prepare them for successful and rewarding careers.

We have 40 full-time faculty, 500 graduate students, and 825 undergraduate students. Students can pursue an MBA, an Executive MBA, a master of science in finance, a master of science in product development, and a master of science in manufacturing management and leadership. The College of Business also offers a bachelor's degree in business administration with majors in accounting, finance, international business, management, management information systems and marketing. We have one of the oldest and largest cooperative education programs in the nation.
Florida International University

The FIU College of Business Administration, South Florida’s most important business education resource, boasts a unique focus on the region’s commercial links with Latin America and the global economy and is a leading research and educational center in e-business and information technology management.

Its faculty of more than 80 international scholars, teachers, and business leaders include experts in information systems, operations research, e-business technology, technopreneurship, knowledge management, international banking and trade, global logistics, multinational corporations and international business strategy. Through its partnerships with global business leaders in the region, the College strives to ensure that its research and academic offerings continue to address the demands of a dynamic, world-wide, technology-enabled marketplace.

The second largest of FIU’s 16 schools and colleges, the College enrolls about 3,600 undergraduate and more than 800 graduate students each year. It also serves an additional 400+ business people through its executive education programs. The College’s international student body reflects the richly diverse South Florida community. More than 70 percent of its 18,000+ alumni live and work in the area following graduation; quite a few are successful entrepreneurs while others enjoy successful careers in multinational firms with Latin American headquarters in the region.

Since opening its doors in 1972, FIU—a part of the State of Florida University System and the only public research university in Miami—has grown to more than 30,500 students, offering more than 280 academic degree programs.

The College of Business Administration is accredited by the AACSB—International Association for Management Education. www.fiu.edu/~cba

University of Illinois at Urbana-Champaign

The College of Commerce and Business Administration offers outstanding undergraduate and graduate programs through its accounting, business, economics, and finance departments. An emphasis on high-quality research, one-on-one faculty mentorship, and intensive academic rigor has become the hallmark for our well-established, highly regarded Ph. D. programs. This past year, the college enrolled more than 3,200 undergraduates, about 650 MBA and masters students, and approximately 200 doctoral candidates. Drawn by the college’s national and international reputation, students have come over the years from all fifty states and more than thirty countries worldwide. Our graduates go on to assume leadership roles in business, government, and academe. A distinguished faculty provides instruction and academic leadership in teaching, research, and outreach programs. Endowed chairs and professorships help to attract and retain our world-class faculty. Our Research and Learning Centers provide focal points for academic and applied research, conferences and seminars, and scholarly publications.

Illinois Institute of Technology

The Stuart Graduate School of Business at Illinois Institute of Technology is an AACSB-accredited business school focused on business education for a technological world. The Stuart School’s mission is to provide experienced working professionals and career-entry students with a range of intellectually challenging graduate-level business education programs, taught from a practical perspective, with an emphasis on analytic/quantitative skills and the relationship between business and technology. Stuart faculty are regular contributors to scholarly journals and several have authored books.
Illinois Institute of Technology (continued)
The Stuart School's offerings include an MBA with ten areas of specialization; the Ph.D. in Management Science offered in the areas of operations and finance; five unique industry-driven master's programs in E-Commerce, Environmental Management, Finance, Operations & Technology Management, and Marketing Communication; and a number of dual degrees including a JD/MBA offered with Chicago-Kent College of Law.

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 includes state-of-the-art computer labs with the latest industry software, a library of more than 500,000 volumes, and the Stuart Career Planning Center. Stuart's MBA Program is also offered at two suburban sites. Illinois Institute of Technology is a private Ph.D.-granting university founded in 1890, one of the 17 elite institutions that comprise AITU—the Association of Independent Technological Universities.

Ryerson Polytechnic University

Founded in 1948, Ryerson Polytechnic University (Ryerson) is Canada's only degree-granting polytechnic university. At Ryerson, theory and practice are combined to give students a traditional high quality university education and professionally relevant skills. An integral part of the university's more than 35 degrees is the focus on liberal studies courses that enhance the students' understanding of the social and cultural environment in which they live. Ryerson's location in downtown Toronto enables students to pursue their education in the leading financial, industrial and cultural centre of Canada.

The Faculty of Business at Ryerson is Canada's largest English-speaking undergraduate business program. It comprises four different schools: the Schools of Business Management, Hospitality & Tourism Management, Information Technology Management, and Retail Management. Programs are four years in length and offer students a Bachelor of Commerce (BCom) in the Schools of Business Management. The faculty encourages students to gain an international perspective on business issues by studying abroad for one semester. Several exchange programs have been set up with schools in Europe and Australia.

University of Rochester

The mission of the William E. Simon Graduate School of Business Administration is to be a recognized leader in the creation and dissemination of an integrated body of knowledge that has significant impact on managerial education and practice. The School's educational programs focus on graduating outstanding individuals who are prepared to excel in a dynamic and internationally competitive marketplace. The Simon School offers an integrated, cross-functional approach to management which uses economics as both the framework and common language of business. This framework can be applied in a broad range of management situations over the course of a career, providing graduates with a long-term validation in the corporate marketplace.

The Simon School's unique study-team system, combined with one of the largest percentages of non-U.S. students among leading American business schools, offers students numerous opportunities to develop critical interpersonal and team-management skills, and interact directly with a diverse group of peers on global management issues. The Simon School offers M.B.A., M.S. and Ph.D. degrees and joint degree programs in biotechnology, nursing, public health administration and a newly introduced M.D./M.B.A. program at its Rochester, New York campus. Executive M.B.A. programs are offered in Rochester, the Netherlands and Switzerland. The Simon School has been accredited by the AACSB – The International Association for Management Education since 1966.
Host Sponsors (cont.)

Samford University
Samford University, founded in 1841 as Howard College, is Alabama's largest private university. Samford serves 2,900 undergraduate students and 1,600 graduate students, and has been recognized by U. S. News and World Report as one of the top universities in the Southern United States. Samford offered its first business degrees in 1922 and today offers Bachelor of Science degrees in accounting and management, as well as the MBA, MAcc, and joint MBA degrees with masters programs in nursing, law, and divinity. School of Business majors comprise 425 undergraduates and 150 graduate students. Our undergraduate education emphasizes general business knowledge, as well as practical business experience. Approximately 75% of our undergraduates complete at least one academic internship. Our MBA program is designed to serve working professionals who are attaining their graduate education while working full time. The average work experience of our MBA students is 9 years.

Samford's School of Business received AACSB accreditation in 1999, the first private university school of business in Alabama to be so recognized. We have 21 full-time faculty, with doctorates from sixteen different U. S. doctoral programs. The School of Business emphasizes teaching, and we have participated in the Pew Trust/Samford PBL Initiative over the last two years. Our faculty are also active researchers, presenting and publishing papers in all business disciplines. Dr. Carl J. Bellas is Dean of the School of Business.

Wilfrid Laurier University
The School of Business and Economics at Wilfrid Laurier University is one of Canada's leading, and largest, business schools. In addition to excellent undergraduate business degrees, diplomas, and professional accreditation programs, the School offers several part-time and a full-time Master of Business Administration as well as a Master of Arts in Applied Business and Economics. Management development programs are presented by the affiliated Laurier Institute in open enrollment and customized formats.

The School takes pride in its success at connecting academic excellence with the world of business through innovative programs and partnerships. For example, Laurier was the first university in Canada to offer a co-operative option for undergraduate business students, the first in Canada to offer a one-year full-time MBA program, and the first in Canada to offer a fully integrated MBA with a CMA designation. Last fall, Laurier admitted its first students into a new dual-degree program in business and computing which allows students to earn both a Bachelor of Business Administration and Bachelor of Science degree in five years.

With its main campus in Waterloo, Ontario, in the heart of Canada's Technology Triangle, the School of Business and Economics is particularly well situated to develop partnerships and programs in cooperation with the corporate community. Several new initiatives have recently been announced, including the development of The Schlegel Centre for Entrepreneurial Studies, a Chair in the Management of Technology Enterprises, a Chair in Insurance, and a Chair in Supply Chain Management. Wilfrid Laurier University is one of Canada's premier universities, recognized nationally and internationally for its excellent academic standards and quality of teaching. The University recently earned the ranking from the provincial government as the Ontario University with the highest success rate for the employment results of undergraduate students.
## Toronto 2000 Exhibitors

In Sheraton Hall at the Sheraton Centre

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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 Washington D.C.. Your comments, suggestions and kudos are always welcome. To reserve your space for 2001, please contact:

Terese Loncar  
Academy of Management  
P.O. Box 3020  
Briarcliff Manor, NY 10520-8020

Phone: 914-923-2607  
Fax: 914-923-2615  
E-mail: tloncar@fsmail.pace.edu
Types of Sessions and Session Numbers

The conference program is presented in sections ordered by type of session and by division. Some sessions presented near the beginning of Part B of this program are cosponsored by multiple divisions. Other sessions are sponsored by individual divisions. Professional Development Workshops (PDW) are scheduled from 1:00 PM on Friday until Noon on Sunday. Sunday afternoon and evening are devoted to meetings and to “All Academy” activities. Refereed sessions are held from Monday morning through Wednesday afternoon.

Program sessions are numbered sequentially. Sessions that are sponsored by two or more divisions are included in full in the part of the program that describes shared sessions and then referred to again by the same number in the programs of each sponsoring division. Because this numbering system may be confusing, we include here the range of session numbers for each set of sessions.

Shared Professional Development Workshops (SPDW) (Sessions 78 to 134) include a variety of activities, such as consortia, discussion groups and site visits that are cosponsored by multiple divisions. Some PDWs require registration. See the session description for contact information.

All Academy Theme Sessions (AA) (Sessions 148 to 172) address the conference theme, “A New Time” in a way that goes beyond the focus of any particular division.

Showcase Symposia (SHCS) (Sessions 173 to 204) are symposia on any topic that are sponsored by more than one division and that are expected to have wide appeal.

Joint Symposia (JS) (Sessions 205 to 265) are symposia that are sponsored by two or three divisions.

Shared Interest Track (SIT) Sessions (Sessions 266 to 296) include papers from multiple divisions that deal with a common topic.

Interactive Paper Sessions (IP) (Sessions 297 to 319 and 337 to 385) are round table discussions among groups of authors of accepted papers with other participants about core themes in the papers.

Caucuses (C) (Sessions 320 to 336) are informal discussions among individuals who share a common concern or affinity. To be listed in the program, caucus organizers submitted a topic with the signatures of five individuals who want to discuss a topic in a caucus.

Each division has one Division Session (D) it may use for any purpose it wishes. Divisions often use these sessions for distinguished speaker presentations.

Each division may also have one Theme Session (TS) it uses to address the theme of the meeting in a way that is pertinent to the division's own domain.

Audio Taping
Audio tapes of selected sessions will be made available. These recordings are in conformance with the policy that no recordings of AOM sessions or activities are permitted unless written consent is obtained from the Academy Vice President and program Chair, Jean M. Bartunek, and all participants being recorded. Such permission must be secured prior to the meeting.

Proceedings
The Proceedings CD-ROM includes the best papers, the abstracts for all the papers and symposia, and the two cases presented in All Academy theme sessions. The CD-ROM also contains the membership directory of the Academy of Management.

Other Abbreviations Used in the Program Guide
(AA) All Academy Theme Sessions
(AAC) Academy Activities and Committees
(AOM) Academy of Management
(BPS) Business Policy & Strategy Division
(Sessions 393 to 437)
(CAM) Conference Activities and Meetings
(CAR) Careers Division (Sessions 438 to 450)
(CM) Conflict Management Division (Sessions 451 to 461)
(CMS) Critical Management Studies (Sessions 81, 82, 85, 86, 90, 101, 102, 111, 112, 115, 117, 118, 122, 123 & 134)
(D) Division Session
(ENT) Entrepreneurship Division (Sessions 462 to 498)
The Academy of Management awards the William H. Newman Award for outstanding papers based on a recent dissertation. This prestigious award can be given to up to three papers a year. The papers must be a) single authored, b) accepted for presentation at the Academy's annual meeting, and c) based on a doctoral dissertation completed within the past three years. The selection committee seeks to identify papers that make substantive contributions to knowledge based on research designs that are both rigorous and creative. After reviewing all eligible papers, Division Program Chairs could nominate one paper for this award to the Chair of the Awards Committee, Miriam Erez (U. of Haifa). This year’s nominees are:


Olga Epitropaki, Shefield U., UK. A "Real-World" Test of the Information-Processing Approach to Leadership: Implicit Leadership Theories (ILT)s, Leader-Member Exchanges (LMX) and Employee Outcomes. *Managerial and Organizational Cognition.*


John Austin, U. of Washington, Bothell. Knowing What and Whom Other People Know: Linking Transactive Memory with External Connections in Organizational Groups. *Organizational Behavior.*


Carolyn Dexter Award Nominees

The Carolyn Dexter Best International Paper Award is an All Academy award to the paper that best meets the objective of the Academy of Management to internationalize. One or more of the following criteria form the basis for the award: 1. Submissions of topics or methods that are not in the US mainstream, but are important in other countries' research traditions and of good quality in accord with the criteria of these traditions. Especially important is the significance of the implications of the findings, regardless of the school of thought from which the paper emanates. 2. Submissions that contribute to international understanding. 3. Submissions that link US scholars and scholars working in other countries. Each division could nominate up to two papers to the chair of this year's Dexter Award committee, Michel Berry (Ecole de Paris du Management). This year's nominees are:


Margaret Linehan, Cork Institute of Technology; James Walsh, U. College, Cork, Ireland. The Persistence of Gender Inequality in Management Over Time: Evidence from Senior Women Managers in Europe. *Gender & Diversity in Organizations*.


Yoav Ganzach, Tel-Aviv U.; Asya Pazy, Tel Aviv U.; Yehudit Ohayun, Tel Aviv U.; Braynin Esther, IDF. Realistic Job Preview, Social Exchange and Organizational Commitment. *Human Resources*.


Angela Martin, Griffith U.; Elizabeth Jones, Griffith U. Employee Adjustment During Organizational Change: The Role of Climate, Social Support, Negative Affect and Situational Appraisals. Organization Development and Change.

Rune Lines, Norwegian School of Economics and Business Administration; Erik Doving, SNF; Svein Johansen, Norwegian School of Economics and Business Administration. Organizational Learning in the Context of Strategic Reorientation. Organization Development and Change.


Other Academy Activities

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Filiz Tabak, Towson U.
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Bruce A. Walters, Oklahoma City U.
Steve Werner, U. of Houston
Mark Wesolowski, Miami U. of Ohio
J. Michael Whitfield, Georgia College & State U.

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Kathy Kram, Boston U.
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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.

HEADQUARTERS / MEMBERSHIP

The headquarters of the Academy of Management are located at Pace University. Questions and membership applications should be addressed to Linda Panzer, Membership Administrator, at

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

http://www.aom.pace.edu

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

PUBLICATIONS SENT TO ALL MEMBERS

Academy of Management Journal presents cutting-edge empirical research about new management ideas and techniques. It currently ranks 8th in impact (citations per article) among 358 business-related journals. Published six times per year, it has a circulation of 12,500.

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

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

Academy of Management Newsletter is a quarterly newsletter covering Academy news and activities.

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

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• E-mail discussion groups with 36,000 participants
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• 7% Business Executives, 1% Emeriti
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2000 David A. Whetten --Brigham Young U.

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2002 August 11-14 Denver Colorado Convention Center & Surrounding Hotels
2003 August 3-6 Seattle Washington State Convention & Trade Center & Surrounding Hotels
Toronto 2000 Program Statistics

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<td>121</td>
</tr>
<tr>
<td>Accepted for Interactive Papers</td>
<td>311</td>
</tr>
<tr>
<td>Accepted for Division Paper Session</td>
<td>805</td>
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<tr>
<td>Accepted for Best Paper Proceedings</td>
<td>116</td>
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<tr>
<td>Number of Unique Symposia Submitted</td>
<td>276</td>
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<tr>
<td>Number of Unique Symposia Accepted</td>
<td>179</td>
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<tr>
<td>Accepted for All Academy</td>
<td>26</td>
</tr>
<tr>
<td>Accepted for Showcase Symposia</td>
<td>33</td>
</tr>
<tr>
<td>Accepted for Jointly Sponsored Symposa</td>
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</tr>
<tr>
<td>Accepted for Division Symposa</td>
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</tr>
<tr>
<td>Number of Sessions in Total Conference</td>
<td>896</td>
</tr>
<tr>
<td>Number of PDW Sessions (Fri-Sun)</td>
<td>230</td>
</tr>
<tr>
<td>Number of Regular Sessions (Sun-Wed)</td>
<td>657</td>
</tr>
<tr>
<td>Number of People in the Entire Program</td>
<td>3,772</td>
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<tr>
<td>Number of People in PDW Program (Fri-Sun)</td>
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</tr>
<tr>
<td>Number of People in Regular Program (Sun-Wed)</td>
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<tr>
<td>Number of Institutions Represented in Entire Program</td>
<td>1,059</td>
</tr>
<tr>
<td>Number of Countries Represented in Entire Program</td>
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</table>

1997-2000 Trends in Submissions to Academy of Management Conferences

- Paper Submissions
- Symposia Submissions

<table>
<thead>
<tr>
<th>Year</th>
<th>Boston</th>
<th>San Diego</th>
<th>Chicago</th>
<th>Toronto</th>
</tr>
</thead>
<tbody>
<tr>
<td>1997</td>
<td></td>
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<tr>
<td>1998</td>
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<tr>
<td>1999</td>
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</tr>
<tr>
<td>2000</td>
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</table>
## Regions and Countries represented on the program include:

<table>
<thead>
<tr>
<th>Region</th>
<th>Countries</th>
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</thead>
<tbody>
<tr>
<td>Africa</td>
<td>Egypt, South Africa</td>
</tr>
<tr>
<td>Asia</td>
<td>China, Hong Kong, India, Japan, Korea, Macao, Singapore, Taiwan</td>
</tr>
<tr>
<td>Europe</td>
<td>Austria, Belgium, Denmark, Finland, France, Germany, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Spain, Sweden, Switzerland, United Kingdom (England, Scotland, Wales)</td>
</tr>
<tr>
<td>Latin America (includes Central and South America and the Caribbean)</td>
<td>Brazil, Costa Rica, Mexico, West Indies</td>
</tr>
<tr>
<td>Mid-East</td>
<td>Israel, Turkey, Saudi Arabia</td>
</tr>
<tr>
<td>North America</td>
<td>Canada, US</td>
</tr>
<tr>
<td>Oceania</td>
<td>Australia, New Zealand, Tasmania</td>
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</table>

## Universities with the Most Participants in Toronto 2000 Conference Sessions

<table>
<thead>
<tr>
<th>Position</th>
<th>University</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Harvard U.</td>
<td>58</td>
</tr>
<tr>
<td>2.</td>
<td>U. of Michigan</td>
<td>53</td>
</tr>
<tr>
<td>3.</td>
<td>U. of Pennsylvania</td>
<td>46</td>
</tr>
<tr>
<td>4.</td>
<td>Rutgers U.</td>
<td>41</td>
</tr>
<tr>
<td>5.</td>
<td>Case Western Reserve U.</td>
<td>39</td>
</tr>
<tr>
<td>5.</td>
<td>U. of Southern California</td>
<td>39</td>
</tr>
<tr>
<td>7.</td>
<td>Texas A&amp;M U.</td>
<td>37</td>
</tr>
<tr>
<td>8.</td>
<td>U. of Minnesota</td>
<td>34</td>
</tr>
<tr>
<td>8.</td>
<td>U. of Western Ontario</td>
<td>34</td>
</tr>
<tr>
<td>10.</td>
<td>Cornell U.</td>
<td>32</td>
</tr>
<tr>
<td>10.</td>
<td>New York U.</td>
<td>32</td>
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<tr>
<td>10.</td>
<td>Michigan State U.</td>
<td>32</td>
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</tbody>
</table>
# Academy of Management Divisions, Membership, & Toronto '00 Submissions

<table>
<thead>
<tr>
<th>Division (in alphabetical order)</th>
<th>Number of Submissions to Divisions:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Members</td>
</tr>
<tr>
<td>Art And Poetry: Images of a New Time</td>
<td>N/A</td>
</tr>
<tr>
<td>Business Policy &amp; Strategy (BPS)</td>
<td>2931</td>
</tr>
<tr>
<td>Careers (CAR)</td>
<td>411</td>
</tr>
<tr>
<td>Conflict Management (CM)</td>
<td>500</td>
</tr>
<tr>
<td>Entrepreneurship (ENT)</td>
<td>996</td>
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<tr>
<td>Gender &amp; Diversity in Organizations (GDO)</td>
<td>688</td>
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<tr>
<td>Health Care Management (HCM)</td>
<td>510</td>
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<tr>
<td>Human Resources (HR)</td>
<td>2444</td>
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<tr>
<td>International Management (IM)</td>
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<tr>
<td>Management Education &amp; Development (MED)</td>
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<tr>
<td>Management History (MH)</td>
<td>344</td>
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<tr>
<td>Management Spirituality &amp; Religion (MSR)</td>
<td>new</td>
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<tr>
<td>Managerial and Organizational Cognition (MOC)</td>
<td>822</td>
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<td>Managerial Consultation (MC)</td>
<td>940</td>
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<tr>
<td>Operations Management (OM)</td>
<td>341</td>
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<tr>
<td>Organization &amp; Management Theory (OMT)</td>
<td>2524</td>
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<td>Organization Development &amp; Change (ODC)</td>
<td>1934</td>
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<tr>
<td>Organizational Behavior (OB)</td>
<td>3370</td>
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<tr>
<td>Organizational Communication &amp; Information Systems (OCIS)</td>
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<tr>
<td>Organizations &amp; The Natural Environment (ONE)</td>
<td>379</td>
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<tr>
<td>Public &amp; Nonprofit (PNP)</td>
<td>474</td>
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<tr>
<td>Research Methods (RM)</td>
<td>1134</td>
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<tr>
<td>Social Issues in Management (SIM)</td>
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<tr>
<td>Technology &amp; Innovation Management (TIM)</td>
<td>1233</td>
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</table>
## Conference Program Guide

### Friday Morning, August 4, 2000

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00</td>
<td>SIM/ONE/MED/PNP: Service-Learning Community Service Project</td>
<td>Toronto Covenant House</td>
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</table>

### Friday Afternoon, August 4, 2000

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00</td>
<td>IM/MOC/OMT/BPS/OM: Global Management and the Science of Time</td>
<td>Ontario Science Centre</td>
</tr>
<tr>
<td></td>
<td>SIM/ONE/MED/PNP: Service-Learning Community Service Project</td>
<td>Toronto Covenant House</td>
</tr>
<tr>
<td>RY:</td>
<td>Alberta</td>
<td>Conference Room D</td>
</tr>
<tr>
<td>RY:</td>
<td>Algonquin</td>
<td>Conference Room E</td>
</tr>
<tr>
<td>RY:</td>
<td>British Columbia</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>RY:</td>
<td>Manitoba</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>RY:</td>
<td>Quebec</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>RY:</td>
<td>York</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room D</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room E</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room G</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Elgin</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Essex</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Huron</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Kent</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Norfolk</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Windsor East</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>Windsor West</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>York</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>City Hall</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room B&amp;C</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room D</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room E</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Elgin</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Huron</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Kent</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Norfolk</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Peel</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Simcoe &amp; Dufferin</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Wentworth</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>York</td>
<td>Conference Room B&amp;C</td>
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</table>

### Friday Evening, August 4, 2000

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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</thead>
<tbody>
<tr>
<td>5:00</td>
<td>ONE: Welcome Reception</td>
<td>Toronto Covenant House</td>
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<tr>
<td>RY:</td>
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<td>Conference Room D</td>
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<tr>
<td>RY:</td>
<td>Algonquin</td>
<td>Conference Room E</td>
</tr>
<tr>
<td>RY:</td>
<td>British Columbia</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>RY:</td>
<td>Manitoba</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>RY:</td>
<td>Quebec</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>RY:</td>
<td>York</td>
<td>Conference Room G</td>
</tr>
<tr>
<td>SC:</td>
<td>City Hall</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room B&amp;C</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room D</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Conference Room E</td>
<td>Conference Room B&amp;C</td>
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<td>SC:</td>
<td>Elgin</td>
<td>Conference Room B&amp;C</td>
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<td>Huron</td>
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<tr>
<td>SC:</td>
<td>Norfolk</td>
<td>Conference Room B&amp;C</td>
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<tr>
<td>SC:</td>
<td>Peel</td>
<td>Conference Room B&amp;C</td>
</tr>
<tr>
<td>SC:</td>
<td>Simcoe &amp; Dufferin</td>
<td>Conference Room B&amp;C</td>
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<tr>
<td>SC:</td>
<td>Wentworth</td>
<td>Conference Room B&amp;C</td>
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<tr>
<td>SC:</td>
<td>York</td>
<td>Conference Room B&amp;C</td>
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**Floor Plans:**
- Royal York: E1 - E2
- Sheraton Centre: E3 - E4
- Hilton: E5
- Surrounding Area: E6
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>7:30</td>
<td>H: Carmichael 137 ITC: SME and Economic Development Niagara Peninsula Region</td>
</tr>
<tr>
<td>7:30</td>
<td>H: Casson 370 TIM: TIM/OCIS Doctoral Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>H: Harris 359 MH: Intro to AOM, MH &amp; Pre-Tour: Business of</td>
</tr>
<tr>
<td>7:30</td>
<td>H: Jackson 439 CAR: Where Have We Come From? 452 CAR: CAR/MH: 4 Perspectives on Careers</td>
</tr>
<tr>
<td>7:30</td>
<td>H: Lismer 138 IAM: Strat. Management in the Iberoamerican Context 160 IAM: Graduate Student Consortium</td>
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<tr>
<td>7:30</td>
<td>H: McDonald 720 TIM: Y2K Aftermath</td>
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<tr>
<td>7:30</td>
<td>H: Varley 343 RM: Qual. Methods &amp; Interactive Journeys</td>
</tr>
<tr>
<td>7:30</td>
<td>Off: Ryerson Polytechnic U. 25 OB/MED: Teaching OB with Technology</td>
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<tr>
<td>7:30</td>
<td>Ry: Algonquin 317 ONE: Doctoral Students/New Faculty Consortium</td>
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<tr>
<td>7:30</td>
<td>Ry: Canadian 570 OMT/OB/ODC: OMT/OB/ODC Doctoral Consortium</td>
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<td>7:30</td>
<td>Ry: Confederation 3 599 OM: Doctoral Consortium-Research 622 OM:</td>
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<tr>
<td>7:30</td>
<td>Ry: Confederation 4 470 ENT: Entrep. Doctoral Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>Ry: Confederation 5 701 OM: Doctoral Consortium</td>
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<tr>
<td>7:30</td>
<td>Ry: Confederation 6 750 ODC: Co-operative Inquiry and Action Inquiry</td>
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<td>7:30</td>
<td>Ry: Library 250 IS: Finding the &quot;Right&quot; Journal</td>
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<tr>
<td>7:30</td>
<td>Ry: Newfoundland 3 CAM: AME/EMJ Writers' Workshop</td>
</tr>
<tr>
<td>7:30</td>
<td>Ry: Nova Scotia 301 GDO: GDO Doctoral 302 GDO: Alternative Careers within Academia</td>
</tr>
<tr>
<td>7:30</td>
<td>Ry: Prince Edward Island 431 CM: Doctoral Consortium</td>
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<td>7:30</td>
<td>Ry: Salon A 469 ENT: U.S. Nat. Survey of</td>
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<tr>
<td>7:30</td>
<td>Ry: Saskatchewan 471 ENT: Entrep. New Faculty Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>Ry: The Boardroom 472 CAM: Board of Governors Meeting</td>
</tr>
<tr>
<td>7:30</td>
<td>Ry: Tudor 7 780 ODC: Accelerating the Time to Change</td>
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<tr>
<td>7:30</td>
<td>Ry: Tudor 8 781 ODC: Accelerating the Time to Change</td>
</tr>
<tr>
<td>7:30</td>
<td>Ry: Tudor 9 931 PNP: PNP Doctoral Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>Ry: Upper Canada 933 NDSC and cosponsors: New Doctoral Students Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Ballroom Centre 318 OMT/BPS/MOC/RM: Three Conversations on Org. Knowledge</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Carleton 321 OCIS/IM: OCIS/IM Doctoral Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: City Hall 323 OMT/OB: OMT/OB Junior Faculty Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Civic Ballroom 325 PS: Open Space Conversations</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Conference Room B 310 MC: Advanced Consulting Competencies</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Conference Room C 305 BPS: New Faculty Consortium - Saturday</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Conference Room D 327 MED/MOC/ODC/ONE/SIM: 379 IM: International Management Teaching Workshop</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Conference Room F 377 IM: Junior Faculty Consortium-Saturday</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Conference Room G 376 IM: Doctoral Consortium-Saturday</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Dominion Ballroom N 383 MED: Mindssets for the World</td>
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<tr>
<td>7:30</td>
<td>SC: Dominion Ballroom S 381 SIM: The New Century of Corporate Political Strategy</td>
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<tr>
<td>7:30</td>
<td>SC: Dufferin 311 MED/OIC: Making Learning Real: The Ohio Model.</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Elgin 377 OMT/BPS/TIM/RM: Bringing Complexity Theory to Bear</td>
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<tr>
<td>7:30</td>
<td>SC: Essex 345 HR: Roundtable: Jr. Faculty and Doctoral Consortia</td>
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<tr>
<td>7:30</td>
<td>SC: Kenora 322 HCM: 322 HCM/MED: Designing HCM Courses</td>
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<tr>
<td>7:30</td>
<td>SC: Kent 324 MED: Diversity in 'Classroom' 2000</td>
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<tr>
<td>7:30</td>
<td>SC: Norfolk 326 MED: MED/MOC/ODC/ONE/SIM: Stakeholder Learning Dialogs</td>
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<tr>
<td>7:30</td>
<td>SC: Peel 300 SIM: SIM Doctoral Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Simcoe 324 MED: Breaking Through Time Constraints</td>
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<tr>
<td>7:30</td>
<td>SC: Wentworth 392 BPS: BPS Doctoral Consortium - Saturday</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Windsor East 341 HR: HR Junior Faculty Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: Windsor West 342 HR: HR Doctoral Consortium</td>
</tr>
<tr>
<td>7:30</td>
<td>SC: York 393 IM/RM: Social Networks Research</td>
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</tbody>
</table>

B2 Hotel Abbreviations: RY=Royal York, SC=Sheraton Centre, HT=Hilton, Off=Off Site
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00</td>
<td>ITC: SME and Economic Development Niagara Peninsula Region</td>
<td>Royal York: E1</td>
</tr>
<tr>
<td>12:30</td>
<td>TIM/OCIS Doctoral Consortium</td>
<td>Royal York: E2</td>
</tr>
<tr>
<td>1:00</td>
<td>CAR: Where Are We Going?</td>
<td>Sheraton Centre: E3</td>
</tr>
<tr>
<td>2:00</td>
<td>TIM: Courses on Internet Businesses</td>
<td>Hilton: E5</td>
</tr>
<tr>
<td>3:00</td>
<td>IAM: Graduate</td>
<td>Surrounding Area: E6 B3</td>
</tr>
<tr>
<td>3:30</td>
<td>IAM: Paper Session I</td>
<td></td>
</tr>
<tr>
<td>4:00</td>
<td>IAM: Paper Session II</td>
<td></td>
</tr>
<tr>
<td>4:30</td>
<td>RM: Cusp Catastrophe Modeling</td>
<td></td>
</tr>
<tr>
<td>5:00</td>
<td>CAR/RM: Roundtables with editors</td>
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<tr>
<td>6:00</td>
<td>RM: Grounded Theory</td>
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<td>12:00 ODC: Spirituality, Organization and Consulting</td>
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### Saturday Evening, August 5, 2000

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<td>IAM: Paper</td>
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<tr>
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<td>IAM: IAM Business Meeting Followed by Dinner</td>
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<tr>
<td>6:00</td>
<td>TIM: Social Networks Research</td>
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<tr>
<td>6:30</td>
<td>TIC: Internationalization Strategies for the Academy</td>
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<td>Maine &amp; cosp. CMS and cosp: CMSW Reception and Roundtables</td>
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<td>CMS and cosp: CMSW Plenary</td>
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<td>GMC: GDO Preconference Reception</td>
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### Sunday Morning, August 6, 2000

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<td>Time</td>
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<td>CAM: Newsletter Editors</td>
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**Sunday Afternoon, August 6, 2000**
### Sunday Evening, August 6, 2000

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<tr>
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**Hotel Abbreviations:** RY=Royal York, SC=Sheraton Centre, HT=Hilton, Off=Off Site
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<td>M: JOB</td>
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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
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<td><strong>HR SC: Dufferin</strong></td>
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Hotel Abbreviations: RY=Royal York, SC=Sheraton Centre, HT=Hilton, Off=Off Site
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<td>M: OCIS Business Meeting</td>
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<td>M: AOM Fellows Reception</td>
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**Tuesday Evening, August, 8, 2000**

**Hotel Abbreviations:** RY=Royal York, SC=Sheraton Centre, HT=Hilton, Off=Off Site
### Wednesday Morning, August 9, 2000

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<td>JS: Resistance &amp; Readiness for Chg.</td>
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<td>IPC RY: Canadian 7</td>
<td>IPC: Internet/I &amp; Comparative Perspectives</td>
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<td>CAR: DS: Re-Integrating Careers Research</td>
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<td>GDO: P: VC - Entrepreneur Relationship</td>
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<td>HCM: S: Using Qualitative Methods: Avoid at Your Own Risk</td>
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**Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

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<td>Dominion</td>
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<td>McDonald</td>
<td>JS: Women, Careers, Transitions and Growth</td>
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<td>Alberta</td>
<td>JS: Lessons from Y2K</td>
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<td>JS: Competition in the Airline Industry</td>
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<td>BPS H:</td>
<td>Casson</td>
<td>BPS: Alliances and Performance</td>
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<tr>
<td>4:00</td>
<td>ENT RY:</td>
<td>Confederation 6</td>
<td>ENT: Social Capital, Networks &amp; Ent'ship</td>
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<tr>
<td>5:00</td>
<td>HCM SC:</td>
<td>City Hall</td>
<td>HCM: Structure, Strategy, &amp; Performance</td>
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<tr>
<td>5:30</td>
<td>HR SC:</td>
<td>Simcoe</td>
<td>HR: Benefits</td>
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<tr>
<td>6:00</td>
<td>IM H:</td>
<td>Lismer</td>
<td>IM: International Careers of Female</td>
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<td>6:30</td>
<td>IM H:</td>
<td>Carmichael, Jackson</td>
<td>IM: Changing Organizational Design Configurations</td>
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<tr>
<td>7:00</td>
<td>MED RY:</td>
<td>British Columbia</td>
<td>MED: Teaching Strategic Management</td>
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<tr>
<td>7:30</td>
<td>MH H:</td>
<td>Harris</td>
<td>MH: Contracts, Employment, and Rent</td>
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<tr>
<td>8:00</td>
<td>CDC RY:</td>
<td>Library</td>
<td>CDC: P: Changing Organizational Design Configurations</td>
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<tr>
<td>8:30</td>
<td>OB SC:</td>
<td>Conference Room B&amp;C</td>
<td>OB: Client-Service Relationships</td>
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<tr>
<td>9:00</td>
<td>ONE RY:</td>
<td>Tudor 7</td>
<td>ONE: DS: Shell, Nigeria and the Ogoni</td>
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<tr>
<td>9:30</td>
<td>SIM SC:</td>
<td>Dominion Ballroom S</td>
<td>SIM: Corporate Social Performance II</td>
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<tr>
<td>10:00</td>
<td>TIM RY:</td>
<td>Algonquin</td>
<td>TIM: P: High-Performing Innovation Teams</td>
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</tbody>
</table>
**Conference Activities and Meetings**

Program Chair: Jean M. Bartunek, Boston College  
Program Coordinator: Raul A. Necoechea, Boston College

<table>
<thead>
<tr>
<th>Day</th>
<th>Start</th>
<th>Division Program</th>
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<tbody>
<tr>
<td><strong>Saturday</strong></td>
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<tr>
<td>1:00pm</td>
<td>Board of Governors Meeting • RY:British Columbia</td>
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<td>9:00am</td>
<td>Board of Governors Meeting • RY:The Boardroom</td>
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<tr>
<td>10:00am</td>
<td>AME/EMJ Writers' Workshop • RY:Newfoundland</td>
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<tr>
<td>12:00pm</td>
<td>Registration • SC:Convention Registration</td>
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<tr>
<td>5:00pm</td>
<td>JME Reception • RY:York</td>
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<td>5:30pm</td>
<td>Washington 2001 Committee • RY:Newfoundland</td>
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<td>6:00pm</td>
<td>AOM Placement Services • SC:York</td>
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<td>6:30pm</td>
<td>Timeless Learning and Karl Weick • SC:Ballroom West</td>
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<tr>
<td>7:30am</td>
<td>Breakfast with AOM Chairs • SC:Kent</td>
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<td>9:00am</td>
<td>Placement • SC:VideOffice</td>
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<td>9:30am</td>
<td>Executive Committee of Council • SC:Huron</td>
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<td>10:00am</td>
<td>People of Color Committee • SC:Elgin</td>
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<td>12:00pm</td>
<td>Incoming (2000-2001) Program Chairs • SC:Simcoe</td>
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<td>12:15pm</td>
<td>Southern Mgmt. Assoc. • SC:Elgin</td>
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<td>Southwest AOM • SC:Wentworth</td>
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<td>Eastern AOM • SC:Kenora</td>
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<td>Midwest AOM • SC:Huron</td>
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<td>Western AOM • SC:Kent</td>
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<td>1:00pm</td>
<td>Orientation for New Members • SC:Conference Room B</td>
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<td>2:00pm</td>
<td>AMJ Editorial Board • SC:Elgin</td>
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<td>AMR Editorial Board • SC:Wentworth</td>
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<td>3:30pm</td>
<td>OS Board Reception • SC:Civic Ballroom</td>
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<td>AOM Placement Services • SC:York</td>
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<td>7:15pm</td>
<td>All-Academy Reception • RY:Concert Hall</td>
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<tr>
<td>9:00pm</td>
<td>All-Academy Party • RY:Concert Hall</td>
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<td><strong>Monday</strong></td>
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<td>Placement • SC:VideOffice</td>
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<td>9:30am</td>
<td>Executive Committee of Council • SC:Convention Registration</td>
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<td>10:00am</td>
<td>Global Networking Area • SC:Sheraton Hall</td>
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<td>12:10pm</td>
<td>AOM Luncheon • RY:Prince Edward Island</td>
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<td>6:30pm</td>
<td>AOM Journals' Hall of Fame • RY:Toronto</td>
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<td>8:00pm</td>
<td>New &amp; Intl Members Reception • SC:Dominion Ballroom S</td>
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<td>Tuesday</td>
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<td>9:30am Registration SC:Convention Registration</td>
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<td>10:00am Membership SC:Convention Registration I</td>
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<td>12:00pm Exhibits SC:Sheraton Hall</td>
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<tr>
<td>Wednesday</td>
<td>9:00am Placement SC:VideOffice</td>
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<td>9:30am Registration SC:Convention Registration</td>
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<td>10:00am Membership SC:Convention Registration I</td>
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<td>12:00pm Exhibits SC:Sheraton Hall</td>
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**Friday 1:00PM**

1. **Meeting: Board of Governors Meeting**
   - 1:00-5:00 Royal York: British Columbia
     Organizer: David A. Whetten, Brigham Young U.

2. **Meeting: Board of Governors Meeting**
   - 9:00-5:00 Royal York: The Boardroom
     Organizer: David A. Whetten, Brigham Young U.

**Saturday 9:00AM**

3. **Meeting: AME/EMJ Writers' Workshop**
   - 10:00-12:00 Royal York: Newfoundland
     Organizer: Sheila Puffer, Northeastern U.

**Saturday 10:00AM**

4. **Meeting: Registration**
   - 12:00-5:00 Sheraton Centre: Convention Registration
     Organizer: Nancy Urbanowicz, Academy of Management

**Saturday 12:00PM**

5. **Journal of Management Education Reception**
   - 5:00-6:30 Royal York: York
     Organizer: Diana Bilimoria, Case Western Reserve U.

**Saturday 5:30PM**

6. **Meeting: Washington 2001 Organizing Committee Meeting**
   - 5:30-6:30 Royal York: Newfoundland
     Organizer: Jone L. Pearce, U. of California, Irvine

**Saturday 6:00PM**

7. **How to Use Academy of Management Placement Services**
   - 6:00-7:00 Sheraton Centre: York
     Presenters: Geralyn McClure Franklin, U. of Texas, Perman Basin; Nancy H. Leonard, Lewis-Clark State College; Mary Jo Vaughan, Mercer U.

**Saturday 6:30PM**

8. **Timeless Learning: A Celebration of Management Learning Honouring Karl Weick**
   - 6:30-9:00 Sheraton Centre: Ballroom West
     Management Learning, an international, interdisciplinary and innovative journal, is hosting a celebration of learning by honouring Professor Karl Weick and hosting a reception. This event is a unique opportunity to learn about Karl Weick's intellectual journey as an academic and a learner, and his concerns and interests with those of Management Learning. The reception is sponsored by Sage Publications.

**Sunday 7:30AM**

9. **Meeting: Breakfast Meeting with Heads of Academy Committees and Current Chairs of Divisions and Interest Groups**
   - 7:30-9:00 Sheraton Centre: Kent
     Organizer: Andrew H. Van de Ven, U. of Minnesota

**Sunday 9:00AM**

10. **Meeting: Placement**
    - 9:00-12:00 Sheraton Centre: VideOffice
     Open to receive forms and to distribute books listing pre-registered applicants and positions.
     Coordinator: Geralyn McClure Franklin, U. of Texas, Perman Basin

11. **Meeting: Registration**
    - 9:00-5:00 Sheraton Centre: Convention Registration
     Organizer: Nancy Urbanowicz, Academy of Management

12. **Meeting: Membership**
    - 9:00-3:00 Sheraton Centre: Convention Registration I
     What are the benefits of AOM membership? Need to update your member information? Want to get involved?
     Coordinator: Carolyn Wiley, U. College, Dublin

**Sunday 9:30AM**

13. **Meeting: Executive Committee of Council**
    - 9:30-10:30 Sheraton Centre: Huron
     Chair: dt ogilvie, Rutgers U.

14. **Meeting: Current Program Chairs**
    - 9:30-10:20 Sheraton Centre: Kent
     Organizer: Jean M. Bartunek, Boston College

15. **Meeting: Officers of Regional AOM Associations and Other Affiliates**
    - 9:30-10:30 Sheraton Centre: Simcoe
     Organizer: David A. Whetten, Brigham Young U.

16. **Meeting: Newsletter Editors for Professional Divisions and Interest Groups**
    - 9:30-10:30 Sheraton Centre: Elgin
     Organizer: Jo Ann M. Duffy, Sam Houston State U.

**Sunday 10:00AM**

17. **Meeting: Global Networking Area**
    - 10:00-2:00 Sheraton Centre: Sheraton Hall
     Visit the Global Networking Booth. Location: Break area of the Exhibit Hall. The Global Networking Area, cosponsored by the International Theme Committee (formerly IPC) and the Membership Committee, is
Sunday 10:30AM

18. Meeting: People of Color Committee Meeting
- 10:30-12:00 Sheraton Centre: Dufferin
  Organizer: Stella M. Nkomo, U. of South Africa

19. Meeting: Incoming Chairs of Divisions and Interest Groups
- 10:30-12:00 Sheraton Centre: Kent
  Organizer: Jean M. Bartunek, Boston College

Sunday 12:00PM

- 12:00-1:30 Sheraton Centre: Simcoe
  Organizer: Jone L. Pearce, U. of California, Irvine

- 12:00-1:30 Sheraton Centre: Dufferin

22. Meeting: Exhibits
- 12:00-5:00 Sheraton Centre: Sheraton Hall
  Coordinator: Philip Stone, Point-One International

23. Meeting: Academy of Management Council
- 12:00-2:00 Sheraton Centre: Essex
  Chair: dt ogilvie, Rutgers U.

24. Meeting: International Theme Committee
- 12:00-2:00 Royal York: Jasper 1-266
  Chair: Morten Huse, Centre for Church Research, Norway/Scandinavian Institute for Research in Entrepreneurship

25. Meeting: AMR Writers Workshop
- 12:00-2:00 Sheraton Centre: City Hall
  Chair: Linn Van Dyne, Michigan State U.

Sunday 12:15PM

26. Meeting: Officers of the Southern Management Association
- 12:15-1:45 Sheraton Centre: Elgin
  Organizer: Tammy G. Hunt, U. of North Carolina, Wilmington

27. Meeting: Officers of the Southwest Academy of Management
- 12:15-1:45 Sheraton Centre: Wentworth
  Organizer: Diana Reed, Drake U.

28. Meeting: Officers of the Eastern Academy of Management
- 12:15-1:45 Sheraton Centre: Kenora
  Organizer: Joel Harmon, Fairleigh Dickinson U.

29. Meeting: Officers of the Midwest Academy of Management
- 12:15-1:45 Sheraton Centre: Huron
  Organizer: Nancy E. Day, U. of Missouri, Kansas City

30. Meeting: Officers of the Western Academy of Management
- 12:15-1:45 Sheraton Centre: Kent
  Organizer: Gretchen Spreitzer, U. of Southern California

Sunday 1:00PM

31. Meeting: Orientation for New Members
- 1:00-2:00 Sheraton Centre: Conference Room B
  All new members are welcome to learn about the Academy. Refreshments will be served.
  Organizer: Carolyn Wiley, U. College, Dublin

32. Meeting: Academy of Management Journal Editorial Board
- 2:00-3:30 Sheraton Centre: Elgin
  Chair: Gregory B. Northcraft, U. of Illinois

33. Meeting: Academy of Management Review Editorial Board
- 2:00-3:30 Sheraton Centre: Wentworth
  Chair: Edward J. Conlon, U. of Notre Dame

34. Meeting: Academy of Management Executive Editorial Board
- 2:00-3:30 Sheraton Centre: Kenora
  Chair: Sheila Puffer, Northeastern U.

35. Meeting: M@n@gement
- 2:00-3:30 Sheraton Centre: Huron
  Chair: Bernard Forgues, U. of Paris

36. Meeting: Leadership Quarterly
- 2:00-3:30 Sheraton Centre: Kent
  Chair: James Hunt, Texas Tech U.

37. Meeting: Organization Science
- 2:00-3:30 Sheraton Centre: Simcoe
  Chair: Claudia Bird Schoonhoven, U. of California, Irvine

38. Meeting: Journal of Organizational Change Management
- 2:00-3:30 Sheraton Centre: Conference Room C
  Chairs: David M. Boje, New Mexico State U.; Nancy E. Landrum, Morehead State U.

- 2:00-3:30 Sheraton Centre: Conference Room F
  Chair: Julian Barling, Queen's U.

40. Meeting: Group and Organization Management
- 2:00-3:30 Sheraton Centre: Conference Room G
  Chair: Christopher Earley, Indiana U.

41. Meeting: Journal of Management Inquiry
- 2:00-3:30 Royal York: York
  Chair: Paul M. Hirsch, Northwestern U.

42. Meeting: Administrative Science Quarterly
- 2:00-3:30 Sheraton Centre: Dufferin
  Chair: Christine Oliver, York U.

43. Meeting: Organization
- 2:00-3:30 Royal York: Prince Edward Island
  Chairs: Marta B. Calas, U. of Massachusetts, Amherst; Rosemary Nixon, Sage Publications, UK; Linda Smircich, U. of Massachusetts, Amherst

44. Meeting: Journal of Operations Management
- 2:00-3:30 Royal York: New Brunswick
  Organizer: Cecil Chester Bozarth, North Carolina State U.

45. Meeting: Journal of Management Education
- 2:00-3:30 Royal York: Nova Scotia
  Chair: Diana Bilimoria, Case Western Reserve U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B17
CAM Conference Activities and Meetings

Sunday 3:30PM

46. Organization Science Editorial Review Board Reception
- 3:30 - 5:00 Sheraton Centre: Civic Ballroom
Organizers: Claudia Bird Schoonhoven, U. of California, Irvine; Andrea Canfield, Organization Science

47. Journal of Management Inquiry Reception
- 3:30- 5:00 Royal York: Alberta
Organizer: Paul M. Hirsch, Northwestern U.

48. Meeting: Journal of Leadership Studies
- 3:30- 5:00 Sheraton Centre: Conference Room D
Chair: Richard M. Hodgetts, Florida International U.

49. Meeting: Journal of Management
- 3:30- 5:00 Sheraton Centre: Conference Room C
Chair: K. Michelle Kacmar, Florida State U.

50. Meeting: Management Science
- 3:30- 5:00 Sheraton Centre: Conference Room G
Chair: Linda Argote, Carnegie Mellon U.

51. Meeting: Management Learning
- 3:30- 5:00 Sheraton Centre: Kenora
Chairs: Christopher Grey, U. of Cambridge; Elena P. Antonacopoulou, U. of Manchester

52. Meeting: Executive Committee Meetings of Divisions and Interest Groups
- 3:30- 5:00 Various Hotels: See Below
  Business Policy and Strategy, RY Quebec Saturday 1-6p
  Careers, SC Elgin
  Conflict Management, RY Confederation 4
  Entrepreneurship, RY Confederation 6
  Gender and Diversity in Organizations, RY York
  Health Care Management, SC City Hall
  Human Resources, SC Simcoe
  International Management, H Limer
  Management Consulting, RY Nova Scotia
  Management Education and Development, RY British Columbia
  Management History, H Harris
  Management, Spirituality, and Religion, SC Essex
  Managerial and Organizational Cognition, RY Confederation 3
  Operations Management, RY Manitoba
  Organization and Management Theory, SC Huron
  Organization Development and Change, RY Library
  Organizational Behavior, SC Conference Room F
  Organizational Communication and Information Systems, RY Confederation 5
  Organizations and the Natural Environment, RY Tudor 7
  Public and Nonprofit, RY Tudor 8
  Research Methods, SC Wentworth
  Social Issues in Management, SC Dominion Ballroom South
  Technology and Innovation Management, RY Algonquin

53. Meeting: Academy of Management Learning Journal
- 3:30- 5:00 Sheraton Centre: Conference Room B
Chair: Roy J. Lewicki, Ohio State U.

Sunday 4:00PM

54. How to Use the Academy of Management Placement Services
- 4:00- 5:00 Sheraton Centre: York
Presenters: Geralyn McClure Franklin, U. of Texas, Permian Basin; Nancy H. Leonard, Lewis-Clark State College; Mary Jo Vaughan, Mercer U.

Sunday 7:15PM

55. All-Academy Reception
- 7:15- 9:00 Royal York: Concert Hall
The Toronto 2000 Organizing Committee welcomes you to the annual meeting. Come and enjoy the good times! Sponsored by Queen’s U., U. of Toronto, and Texas A&M U.

Sunday 9:00PM

56. All-Academy Party
- 9:00- 11:59 Royal York: Concert Hall
Come party with Canada’s own Hip Kings; can you feel the heat? - Guaranteed to get you up dancing to your favourite rock, R&B and dance hits!
Coordinator: Barbara Kelsey, Ryerson Polytechnic U.

Monday 9:00AM

57. Meeting: Placement
- 9:00- 5:00 Sheraton Centre: VideOffice
Open to receive forms and to distribute books listing pre-registered applicants and positions.
Coordinator: Geralyn McClure Franklin, U. of Texas, Permian Basin

58. Meeting: Registration
- 9:00- 5:00 Sheraton Centre: Convention Registration
Organizer: Nancy Urbanowicz, Academy of Management

59. Meeting: Membership
- 9:00- 4:00 Sheraton Centre: Convention Registration 1
What are the benefits of AOM membership? Need to update your member information? Want to get involved?
Coordinator: Carolyn Wiley, U. College, Dublin

60. Meeting: Exhibits
- 9:00- 5:00 Sheraton Centre: Sheraton Hall
Coordinator: Philip Stone, Point-One International

Monday 10:00AM

61. Meeting: Global Networking Area
- 10:00- 4:00 Sheraton Centre: Sheraton Hall
Visit the Global Networking Booth. Location: Break area of the Exhibit Hall. The Global Networking Area, cosponsored by the International Theme Committee (formerly IPC) and the Membership Committee, is the official area for breaks, refreshments, interesting short programs, discussions, and literature concerning international opportunities for Academy members. Come visit us! Sponsored by York U.
Coordinators: Ann Gregory, Memorial U. of Newfoundland; Carolyn Wiley, U. College, Dublin

62. Meeting: Journal of Organizational Behavior Consulting Editors
College: Jone L. Pearce, U. of California, Irvine; Nancy H. Leonard, Lewis-Clark State College; Mary Jo Vaughan, Mercer U.
Chair: Denise M. Rousseau, Carnegie Mellon U.
Monday 12:10PM

53. Journal of Organizational Behavior Luncheon
   12:10- 2:10 Royal York: Prince Edward Island
   Organizer: Denise M. Rousseau, Carnegie Mellon U.

Monday 6:30PM

54. Meeting: Reception Honoring the Academy Journals' Hall of Fame
   6:30- 8:00 Royal York: Toronto
   Coordinator: Thomas W. Lee, U. of Washington

Tuesday 9:00AM

56. Meeting: Placement
   9:00- 5:00 Sheraton Centre: VideOffice
   Open to receive forms and to distribute books listing pre-registered applicants and positions.
   Coordinator: Geralyn McClure Franklin, U. of Texas, Permian Basin

Tuesday 12:00PM

70. Presidential Luncheon
   12:00- 2:00 Sheraton Centre: Grand Ballroom
   President David Whetten will address the Academy in this session. Winners of the Distinguished Service, Scholar and Educator Awards, the Terry Book Award and the various Best Paper Awards will be announced by President-Elect Andrew Van de Ven.
   Chair: Andrew H. Van de Ven, U. of Minnesota
   Keynote Speaker: David A. Whetten, Brigham Young U.

Tuesday 2:00PM

71. Meeting: Global Networking Area
   2:00- 5:00 Sheraton Centre: Sheraton Hall
   Visit the Global Networking Booth. Location: Break area of the Exhibit Hall. The Global Networking Area, cosponsored by the International Theme Committee (formerly IPC) and the Membership Committee, is the official area for breaks, refreshments, interesting short programs, discussions, and literature concerning international opportunities for Academy members. Come visit us! Sponsored by York U.
   Coordinators: Ann Gregory, Memorial U. of Newfoundland; Carolyn Wiley, U. College, Dublin

Tuesday 6:00PM

72. Meeting: Academy of Management Fellows Reception and Dinner

Tuesday 6:30PM

73. Human Relations Reception
   6:30- 8:30 Royal York: Upper Canada
   Organizer: Tamar Jeffers, Tavistock Institute

Wednesday 9:00AM

74. Meeting: Placement
   9:00- 12:00 Sheraton Centre: VideOffice
   Open to receive forms and to distribute books listing pre-registered applicants and positions.
   Coordinator: Geralyn McClure Franklin, U. of Texas, Permian Basin

75. Meeting: Registration
   9:00- 12:00 Sheraton Centre: Convention Registration
   Organizer: Nancy Urbanowicz, Academy of Management

76. Meeting: Membership
   9:00- 12:00 Sheraton Centre: Convention Registration I
   What are the benefits of AOM membership? Need to update your member information? Want to get involved?
   Coordinator: Carolyn Wiley, U. College, Dublin

77. Meeting: Exhibits
   9:00- 12:00 Sheraton Centre: Sheraton Hall
   Coordinator: Philip Stone, Point-One International
# Shared Professional Development Workshops

**Program Chair:** John L. Pearce, U. of California, Irvine  
**Program Coordinator:** Wendy Gillett, U. of California, Irvine

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<th>Start (Thursday)</th>
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| 9:00am | SPDW: Service-Learning Community Service Project  
Off:Toronto Covenant House |
| 10:00am | SPDW: Successful Women Worldwide: A New Time for Understanding  
SC:Conference Room G |
| 11:00am | SPDW: Global Management and the Science of Time  
On:Ontario Science Centre |
| 12:00pm | SPDW: CMSW Doctoral Workshop  
SC:Norfolk |
| 1:00pm | SPDW: CMSW Junior Faculty Workshop  
SC:York |
| 2:00pm | SPDW: OMT/ODC Doctoral Consortium  
SC:City Hall |
| 3:00pm | SPDW: OMT/ODC Junior Faculty Consortium  
SC:Simcoe & Dufferin |
| 4:00pm | SPDW: CMSW Reception for Arriving Critters  
SC:Conference Room B & C |
| 5:00pm | SPDW: CMSW Breakfast  
SC:York |
| 6:00pm | SPDW: OMT/ODC Doctoral Consortium  
SC:City Hall |
| 7:00pm | SPDW: OMT/ODC Junior Faculty Consortium  
SC:Carleton |
| 8:00pm | SPDW: Designing HCM Courses  
SC:Kemora |
| 9:00pm | SPDW: New Doctoral Students Consortium  
SC:Upper Canada |

**Friday 9:00AM**

78. SPDW:(SIM, ONE, MED, PNP) Service-Learning Community Service Project  

- 9:00 - 8:00 Off Site: Toronto Covenant House

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A service-learning project at Covenant House Toronto, Canada’s largest youth shelter. Pre-registration requested. For more information, or to pre-register, contact Gordon Rands, 309-398-1342  
or GP-Rands@wru.edu

Organizers: Larry Lad, Butler U.; Gordon P. Rands, Western Illinois U.
**Friday 1:00PM**

79. **SPDW:**(OMT, OB) OMT/OB Junior Faculty Consortium -- Friday Welcome Session

**A New Time for Understanding**
- 1:00 - 4:00 Sheraton Centre: Conference Room G
Preregistration with Betty Punnett (eureka@caribsurf.com) required.
Organizer: Betty Jane Punnett, U. of the West Indies/U. of Windsor
Panel: Jo Ann M. Duffy, Sam Houston State U.; Suzi Fox, Loyola U., Chicago; Ann Gregory, Memorial U. of Newfoundland; Terri Lituchy, Concordia U.; Miguel Olivas, U. of Pittsburgh/ITESM, Monterrey


- 1:00 - 8:00 Off Site: Ontario Science Centre
Session held at Ontario Science Centre from 1 to 8 p.m.;
Preregistration with Martha Maznevski (Martha@virginia.edu) required. US $15 registration fee; Session held at Ontario Science Centre; Co-sponsored by the Institute of International Business(IB), Stockholm School of Economics.
Organizers: Martha L. Maznevski, U. of Virginia; Mary E. Zellmer-Bruhn, U. of Minnesota
Panel: Stuart Albert, U. of Minnesota; Neal M. Ashkanasy, U. of Queensland/Purdue U.; Allen C. Bluedorn, U. of Missouri, Columbia; Peter Anthony Clark, U. of Birmingham, UK; Cristina Gibson, U. of Southern California; Melinda Mayfield, Purdue U.; Gerardo Okhuysen, U. of Texas, Dallas; Mary J. Waller, U. of Illinois, Urbana-Champaign; Srilata Zaheer, U. of Minnesota

81. **SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop

- 1:00 - 6:00 Sheraton Centre: Norfolk
Pre-registration and fee required: info at http://aom.pace.edu/cms/
Organizer: Craig VanSandt, Virginia Polytechnic Institute and State U.
Panel: Walter Nord, U. of South Florida; George Watson, Saint John’s U.; Libby Bishop, Institute for Research on Learning; Bart Victor, Vanderbilt U.; James P. Walsh, U. of Michigan; Bruce Barry, Vanderbilt U.; Maureen Scully, Simmons College; Nancy B. Kurland, U. of Southern California; Linda Forbes, Marist College; James R. Barker, United States Air Force Academy; Linda Smirich, U. of Massachusetts, Amherst

Friday 3:00PM

82. **SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop

- 3:00 - 6:00 Sheraton Centre: York
Pre-registration and fee required: info at http://aom.pace.edu/cms/
Organizer: Vanessa Hill, Winthrop U.
Panel: Leon Levitt, Madonna U.; Joanne Martin, Stanford U.; Karl E. Weick, U. of Michigan

Friday 6:00PM

83. **SPDW:**(OMT, OB, ODC) OMT/OB/ODC Doctoral Consortium -- Friday Welcome Session

- 6:00 - 8:00 Sheraton Centre: City Hall
Nominate participants to: Prof. Kim Elsbach, Graduate School of Management, UC Davis, Davis, CA 95616, (530) 752-0910, kdelsbach@ucdavis.edu (please indicate divisional membership).
Organizers: Kimberly D. Elsbach, U. of California, Davis; Ranjay Gulati, Northwestern U.; Robert Folger, Tulane U.; Kenneth Murrell, U. of West Florida; Ram Tenkasi, Benedictine U.
Panel: Beth Bechky, U. of Pennsylvania; Arthur P. Brief, Tulane U.; Joel Brockner, Columbia U.; Daniel M. Cable, U. of North Carolina; Janet M. Dukerich, U. of Texas, Austin; Edward Zajac, Northwestern U.; Eric Nelson, Case Western Reserve U.; Chris Argyris, Harvard U.; David M. Boje, New Mexico State U.; Susan Mornihan, U. of Southern California; Ella Bell, U. of North Carolina, Chapel Hill

Saturday 7:30AM

84. **SPDW:**(OMT, OB) OMT/OB Junior Faculty Consortium -- Saturday Session

- 8:00 - 5:00 Royal York: Canadian Social Networks Research
Nominate participants to: Prof. Kim Elsbach, Graduate School of Management, UC Davis, Davis, CA 95616, (530) 752-0910, kdelsbach@ucdavis.edu (please indicate divisional membership).
Organizers: Kimberly D. Elsbach, U. of California, Davis; John G. Miller, Northwestern U.; Robert Folger, Tulane U.; Kenneth Murrell, U. of West Florida; Ram Tenkasi, Benedictine U.

85. **SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Breakfast

- 7:30 - 8:00 Royal York: Ontario
Pre-registration and fee required: info at http://aom.pace.edu/cms/
Organizer: Paul Adler, U. of Southern California

Saturday 8:00AM

86. **SPDW:**(OMT, OB, ODC) OMT/OB/ODC Doctoral Consortium -- Saturday Session

- 8:00 - 5:00 Royal York: Canadian Social Networks Research
Nominate participants to: Prof. Kim Elsbach, Graduate School of Management, UC Davis, Davis, CA 95616, (530) 752-0910, kdelsbach@ucdavis.edu (please indicate divisional membership).
Organizers: Kimberly D. Elsbach, U. of California, Davis; John G. Miller, Northwestern U.; Robert Folger, Tulane U.; Kenneth Murrell, U. of West Florida; Ram Tenkasi, Benedictine U.

87. **SPDW:**(OMT, OB, ODC) OMT/OB Junior Faculty Consortium

- 8:00 - 5:00 Royal York: Canadian Social Networks Research
Nominate participants to: Prof. Kim Elsbach, Graduate School of Management, UC Davis, Davis, CA 95616, (530) 752-0910, kdelsbach@ucdavis.edu (please indicate divisional membership).
Organizers: Kimberly D. Elsbach, U. of California, Davis; John G. Miller, Northwestern U.; Robert Folger, Tulane U.; Kenneth Murrell, U. of West Florida; Ram Tenkasi, Benedictine U.

88. **SPDW:**(IM, RM) Social Networks Research

- 8:00 - 5:00 Sheraton Centre: York
Refreshments provided; Bring your own laptop computer;
Preregistration with Nick Athanassios (nickath@neu.edu) required, US $40 registration fee.
Organizer: Nicholas Athanassios, Northeastern U.
**SPDW:** Shared Professional Development Workshops

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

- 8:00-10:00 Royal York: Ontario  
Pre-registration and fee required: info at http://aom.pace.edu/cms/  
Chair: Paul Adler, U. of Southern California  
Presenters: Marta B. Calas, U. of Massachusetts, Amherst; Erica Gabrielle Foldy, Boston College; Cynthia Hardy, U. of Melbourne; John Jermier, U. of South Florida; Tony Tinker, Baruch College; Hugh Willmott, U. of Manchester

**SPDW:** [MED, ODC] Making Learning Real: The Ohio Model. Workshop on Integrated, Problem-based Learning  
- 8:00-12 Sheraton Centre: Dufferin  
Limited space of 48 participants. E-mail Mary Tucker at tuckerm1@ohiou.edu. Pre-registration is not mandatory but encouraged.  
Organizer: Mary L. Tucker, Ohio U.  
Facilitators: Richard G. Miller, Ohio U.; Hugh D. Sherman, Ohio U.; Anne M. McCarthy, Colorado State U.  
Moderator: Gary Coombs, Ohio U.

**SPDW:** [MED, MOC, ODC, ONE, SIM] Making Time to Talk: Stakeholder Learning Dialogs  
- 8:00-9:00 Sheraton Centre: Conference Room D  
Part 1 of 3 Part Series  
Coordinators: Melissa Baucus, Utah State U.; Brian Shaffer, U. of Maryland

**Saturday 8:30AM**

**SPDW:** [OB, MED] Transcending Temporal Boundaries in Teaching OB: Employing Technology to Change the Ways Students and Professors Use and Experience Technology  
- 8:30-4:30 Off Site: Ryerson Polytechnic U.  
Pre-register with Randall Sleeth at rsleeth@vcu.edu  
Chair: Randall G. Sleeth, Virginia Commonwealth U.  

**SPDW:** [OCS, TIM] OCIS/TIM Junior Faculty Consortium  
- 8:30-5:00 Sheraton Centre: Carleton  
This consortium is designed for faculty in organizational communication, information systems, and technology management who are at the early stages of their academic careers. Session participants must pre-register with JoAnne Yates, Sloan School of Management, MIT (jyates@mit.edu).  
Organizer: JoAnne Yates, Massachusetts Institute of Technology  

**SPDW:** [HCM, MED] Designing and Delivering Courses for Students in Health Care Management  
- 8:30-10:30 Sheraton Centre: Kenora  
Pre-register with Kathleen Montgomery at kmont@mail.ucr.edu  
Coordinator: Kathleen Montgomery, U. of California, Riverside  
Facilitators: Myron D. Fottler, U. of Central Florida; Leonard H. Friedman, Oregon State U.; Eric S. Williams, U. of Alabama, Tuscaloosa  
Panel: Margarete Arndt, Clark U.; Jon A. Chilingarian, Brandeis U.; Martin B. Gerowitz, Xavier U.; Donna Malavey, U. of South Florida

**SPDW:** [NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] New Doctoral Students Consortium  
- 8:30-5:00 Royal York: Upper Canada  
Sponsored by McMaster U.  
Chair: Paul N. Friga, U. of North Carolina, Chapel Hill  
Organizers: Melissa Cardon, Columbia U.; Steve Gove, Arizona State U.; Nancy Haus, Case Western Reserve U.  
Presenters: Peter J. Lane, Arizona State U.; Kelly Molica, Wake Forest U.; Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology; Jerome A. Katz, Saint Louis U.; Richard M. Hodgetts, Florida International U.; Wayne Hochwarter, U. of Alabama; Jean M. Bartunek, Boston College; Charlotte Sutton, Auburn University; Hilary Bradbury, Case Western Reserve U.; Glen E. Kreiner, Arizona State U.

**Saturday 9:00AM**

**SPDW:** [OMT, BPS, TIM, RM] Bringing Complexity Theory to Bear on Organizations: Work in Progress  
- 9:00-12:00 Sheraton Centre: Elgin  
Participants in this theory-building workshop should preregister with Alan Meyer by email at ameyer@oregon.oregon.edu.  
Organizer: Alan D. Meyer, U. of Oregon  
Participants: Kathleen M. Eisenhardt, Stanford U.; Arie Y. Lewin, Duke U.; Andrew M. Pettigrew, U. of Warwick

**SPDW:** [MED, BPS, MOC, RM] Three Conversations on Organizational Knowledge  
- 9:00-5:00 Sheraton Centre: Ballroom Centre  
Organizers: Mark P. Meckler, U. of Portland; Mark Jenkins, Cranfield School of Management; Vikas Anand, U. of Arkansas  
Moderators: C Marlena Fiol, U. of Colorado, Denver; William H. Glick, Arizona State U.; Mary Ann Glynn, Emory U.; Peter J. Lane, Arizona State U.; Anne S. Miner, U. of Wisconsin, Madison; J. C. Spender, New York Institute of Technology

**Saturday 9:30AM**

**SPDW:** [MED, MOC, ODC, ONE, SIM] Hands-on Practice in Stakeholder Learning Dialogs  
- 9:30-12:00 Sheraton Centre: Norfolk  
Part two of three-part series  
Facilitators: Jerry M. Calton, U. of Hawaii, Hilo; Steve Payne, Georgia State U.; Joe Raelin, Boston College; Bill Isaacs, Massachusetts Institute of Technology

**Saturday 10:00AM**

**SPDW:** [CAR, MH] Four Perspectives on Careers  
- 10:00-12:00 Hilton: Jackson  
Professional Development Workshop Chairs: Shawn M. Carracher, Texas A&M U.; Gayle M. Baugh, U. of West Florida  
Presenters: Daniel A. Wren, U. of Oklahoma; John B. Miner, Georgia State U.; Elliott Jaques, George Washington U.; Barbara Lawrence, U. of California, Los Angeles

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory  
- 10:00-1:00 Royal York: Ontario  
Pre-registration and fee required: info at http://aom.pace.edu/cms/  
Chair: Stephen J. Jaros, Southern U.  
102. 102. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom  
- 10:00- 1:30 Royal York: Tudor 7  
Pre-registration and fee required: info at http://aom.pace.edu/cms/  
Chair: Dvora Yanow, California State U., Hayward  

Saturday 1:00PM

103. 103. SPDW: (MOC, MED) Teaching Managerial and Organizational Cognition: Exploring Successful Strategies  
- 1:00- 4:00 Royal York: York  
Coordinator: Andrea Casey, George Washington U.  
Facilitators: Rhonda K. Reger, U. of Maryland, College Park; Marvin L. Manheim, Northwestern U.  

104. SPDW: (OMT, BPS, TIM, RM) Quantitative Methods for Applying Complexity Theory to Organizations  
- 1:00- 3:00 Sheraton Centre: Conference Room E  
Participants in this methodological workshop should preregister with Philip Anderson by email at philip.anderson@dartmouth.edu.  
Organizer: Philip C. Anderson, Dartmouth College  

105. ➡️ SPDW: (IM, RM) Structural Equation Modeling in Cross-Cultural Research  
- 1:00- 4:30 Sheraton Centre: Elgin  
Bring your own laptop computer; Light refreshments provided.  
Pre-registration with Gordon Cheung (gordonc@cuhk.edu.hk) required.  
Organizer: Gordon W. Cheung, Chinese U. of Hong Kong  
Panel: David Chan, National U. of Singapore; Charles Lance, U. of Georgia; Neal Schmitt, Michigan State U.; Robert J. Vandenbarg, U. of Georgia; Darin Wiechmann, Michigan State U.; Larry J. Williams, Virginia Commonwealth U.  

106. ➡️ SPDW: (ODC, MED) Problem-Based Learning: Varieties of Experience in Business Schools  
- 1:00- 5:00 Royal York: Salon A  
Presents how PBL can be used in the classroom and considers issues of implementation in business programs (complements O.U. session)  
Organizers: Ronald E. Purser, San Francisco State U.; Max Elden, U. of Houston; Gary Coombs, Ohio U.  
Presenters: Ronald E. Purser, San Francisco State U.; Max Elden, U. of Houston; Gary Coombs, Ohio U.; Karen S. Whelan-Berry, Samford U.; Michael W. Stebbins, California Polytechnic State U., Olav Sorenson, U. of California, Los Angeles  

107. ➡️ SPDW: (BPS, MED) Case Critique Colloquium  
- 1:00- 5:00 Sheraton Centre: Norfolk  
Organizers: John F. Mahon, Boston U.; Timothy W. Edlund, Morgan State U.  
Panel: John A. Seeger, Bentley College  

108. ➡️ SPDW: (MED, MC) Workshop on Student Consulting Projects  
- 1:00- 4:00 Sheraton Centre: Kent  
Organizer: Richard Dunford, Macquarie U.  
Facilitators: Sharon Confessore, George Washington U.; Suzanne Geigle, PricewaterhouseCoopers; Robert Jenelsky, Ecole Hoteliere de Lausanne, Switzerland  

Saturday 1:30PM

109. ➡️ SPDW: (MED, MOC, ODC, ONE, SIM) Reflecting on & Applying Learning on Stakeholder Dialog  
- 1:30- 3:30 Sheraton Centre: Conference Room D  
This is part three of a three part series.  
Organizers: Melissa Baucus, Utah State U.; Brian Shaffer, U. of Maryland  
Facilitators: Robert Edward Freeman, U. of Virginia; Sandra A. Waddock, Boston College; Ann Svendsen, Simon Fraser U.  

Saturday 2:00PM

110. ➡️ SPDW: (PNP, CAR, HCM, MED) Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue  
- 2:00- 5:00 Royal York: British Columbia  
Moderator: Ralph S. Brower, Florida State U.  
Panel: John D. Aram, Case Western Reserve U.; Leonhard H. Friedman, Oregon State U.; Brenda Gainer, York U.; Charlotte Gibson, Easter Seals Society, Ontario; James D. Hart, Toronto Canada Mission, Church of Jesus Christ of Latter Day Saints; Robert M. Sheehan Jr., Leader Shape Inc; John Palmer Smith, Case Western Reserve U.; Heather Clark, The Corporation of Massey Hall and Roy Thomson Hall  

Saturday 2:30PM

111. ➡️ SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies  
- 2:30- 5:30 Royal York: Ontario  
Pre-registration and fee required: info at http://aom.pace.edu/cms/  
Presenters: Dvora Yanow, California State U., Hayward; James R. Barker, United States Air Force Academy; Hugh Willmott, U. of Manchester; Julian Orr, Work Practice & Technology Associates; Melissa Cefkin, Sapient Corp.  

Saturday 3:00PM

112. ➡️ SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy  
- 2:30- 5:30 Royal York: Tudor 7  
Pre-registration and fee required: info at http://aom.pace.edu/cms/  
Presenters: Tom Kochan, Massachusetts Institute of Technology; Gerald F. Davis, U. of Michigan; David L. Levy, U. of Massachusetts, Boston; Paul M. Hirsch, Northwestern U.  

Sunday 1:30PM

113. ➡️ SPDW: (ENT, OMT) Structural Holes Analysis of Entrepreneurial Opportunities: A Workshop  
- 3:00- 4:30 Royal York: Confederation 5  
Facilitator: Eric L. Hansen, California State U.  
Chair: Stewart Thornhill, York U.  
Presenter: Ronald S. Burt, U. of Chicago  

Sunday 2:30PM

114. ➡️ SPDW: (CAR, RM) Careers & Theory: Open Rountables with Editors  
- 3:00- 5:00 Hilton: Tom Thomson  
Chairs: Shawn M. Carracher, Texas A&M U.; Gayle M. Baugh, U. of West Florida  
MDM
data analysis in management

• 5:30 - 7:30 Royal York: Ballroom

Friends of CMSW welcome! More info at http://aom.pace.edu/cms/

Organizer: Paul Adler, U. of Southern California


Thursday 5:30PM

SPDW: [BS, OR, RC, SM] ORB/RCB: Workshop: Free for Data Analysis in Management

Organizer: Anil K. Gupta, U. of Maryland

• 5:30 - 7:30 Royal York: Ballroom

Adequate statistical software and data analysis packages are available to researchers. Use these tools to explore organizational data and to communicate findings with other researchers and business practitioners. Participants will be provided with student licenses of statistical software. Participants will work in groups, and each group will choose a topic to analyze using the student licenses provided.

Saturday 5:30PM

SPDW: [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Organizational Meeting and Breakfast

Organizer: Paul Adler, U. of Southern California

• 7:00 - 8:00 Royal York: Ballroom

CDA, OMT/OB/ODC Doctoral Consortium -- Sunday Session

Organizer: Paul Adler, U. of Southern California

Chairs: Matthew Liao-Troth; DePaul U.; Joel West, U. of California, Irvine

Sunday 8:00AM

119. ☉SPDW: [RM, MED] Statistical Software and Freeware for Data Analysis in Management

• 8:00 - 10:00 Hilton: Varley

Demo statistical s/w & l/w used in research and classroom - JMP, SPSS,Stata.

Chairs: Matthew Liao-Troth, DePaul U.; Joel West, U. of California, Irvine


Organizer: Paul Adler, U. of Southern California

Chairs: Matthew Liao-Troth, DePaul U.; Joel West, U. of California, Irvine

Attendees will gain a better appreciation of the strategy, policy, and change management issues facing contemporary firms in their E-business transformations. Presenters include researchers from strategy, policy, and information systems. Participants must pre-register by contacting either V. Sambamurthy (smurthy@rhsmith.umd.edu) or Ranjay Gulati (r-gulati@nwu.edu).

Monday 5:30PM


Organizer: Anil K. Gupta, U. of Maryland

• 5:30 - 7:30 Royal York: Ballroom

Adequate statistical software and data analysis packages are available to researchers. Use these tools to explore organizational data and to communicate findings with other researchers and business practitioners. Participants will be provided with student licenses of statistical software. Participants will work in groups, and each group will choose a topic to analyze using the student licenses provided.

Saturday 6:00PM

SPDW: [NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] All Doctoral Students Reception

Organizers: Melissa Cardon, Columbia U.; Steve Gove, Arizona State U.; Nancy Haus, Case Western Reserve U.

Sunday 8:00AM

122. ☉SPDW: [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW: Gender and Tenure In Academe

Organizer: Linda A. Krefting, Texas Tech U.

Chairs: Lotte Bailyn, Massachusetts Institute of Technology; Yvonne Benschop, U. of Nijmegen, Nijmegen Business School; Joyce Falkenberg, Norwegian School of Economics and Business Administration; Peter Frost, U. of British Columbia; Ulla Johansson, Lund U.; Saaja Katila, Helsinki School of Economics; David Knights, Keele U.; Linda A. Krefting, Texas Tech U.; Susan Merlina, Helsinki School of Economics; Wendy Richards, Keele U.; UK


Organizer: Paul Adler, U. of Southern California

Chairs: Matthew Liao-Troth, DePaul U.; Joel West, U. of California, Irvine

Attendees will gain a better appreciation of the strategy, policy, and change management issues facing contemporary firms in their E-business transformations. Presenters include researchers from strategy, policy, and information systems. Participants must pre-register by contacting either V. Sambamurthy (smurthy@rhsmith.umd.edu) or Ranjay Gulati (r-gulati@nwu.edu).

Monday 5:30PM


Organizer: Anil K. Gupta, U. of Maryland

• 5:30 - 7:30 Royal York: Ballroom

Adequate statistical software and data analysis packages are available to researchers. Use these tools to explore organizational data and to communicate findings with other researchers and business practitioners. Participants will be provided with student licenses of statistical software. Participants will work in groups, and each group will choose a topic to analyze using the student licenses provided.

Saturday 5:30PM

SPDW: [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW: Social Time

Organizer: Paul Adler, U. of Southern California

Chairs: Matthew Liao-Troth, DePaul U.; Joel West, U. of California, Irvine

Attendees will gain a better appreciation of the strategy, policy, and change management issues facing contemporary firms in their E-business transformations. Presenters include researchers from strategy, policy, and information systems. Participants must pre-register by contacting either V. Sambamurthy (smurthy@rhsmith.umd.edu) or Ranjay Gulati (r-gulati@nwu.edu).

Monday 5:30PM


Organizer: Anil K. Gupta, U. of Maryland

• 5:30 - 7:30 Royal York: Ballroom

Adequate statistical software and data analysis packages are available to researchers. Use these tools to explore organizational data and to communicate findings with other researchers and business practitioners. Participants will be provided with student licenses of statistical software. Participants will work in groups, and each group will choose a topic to analyze using the student licenses provided.
### Sunday 8:30AM

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<tr>
<th>124.</th>
<th><strong>SPDW:</strong> <em>(OMT, BPS, MOC, RM)</em> Three Conversations on Organizational Knowledge -- Conclusion</th>
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<tr>
<td></td>
<td><strong>8:30- 9:30 Sheraton Centre: Ballroom West</strong></td>
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<td>Organizers: Mark P. Meckler, U. of Portland; Mark Jenkins, Cranfield School of Management; Vikas Anand, U. of Arkansas</td>
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<td>Presenter: C Marlena Fiol, U. of Colorado, Denver</td>
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<td>Participants: William H. Glick, Arizona State U.; Mary Ann Glynn, Emory U.; Peter J. Lane, Arizona State U.; Anne S. Miner, U. of Wisconsin, Madison; J. C. Spender, New York Institute of Technology</td>
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**Facilitators:**

**Organizer:**

See www.buec.udel.edu/OBWeb/ for more details after March 15.

Pre-registration required.

Jane E. Dutton (jane@umich.edu) by July 25.

Faculty and Ph.D. students should register with Jane Dutton (jane@umich.edu) by July 25.

Organizers:

Mark P. Meckler, U. of Portland; Mark Jenkins, Cranfield School of Management; Vikas Anand, U. of Arkansas

Organizer:

Jane E. Dutton, U. of Michigan

SPDW: *(OMT, OB)*

**Time out to Work on Dilemmas of Collaboration in Research and Teaching**

**8:30- 12:00 Sheraton Centre: Ballroom Centre**

**Faculty and Ph.D. students should register with Jane Dutton (jane@umich.edu) by July 25.**

**Organizer:** Jane E. Dutton, U. of Michigan

**Facilitators:** Stacy Blake-Beard, Harvard U.; Jane Hassinger, U. of Michigan; Debra Meyerson, Stanford U.; Michele Williams, U. of Michigan; C. R. Hinings, U. of Alberta

**Organizers:**

Stephen James Mezias, New York U.; Anne M. O’Leary-Kelly, U. of Arkansas; Loni Rosenkopf, U. of Pennsylvania; Sigal Barsade, Yale U.

**Panel:**


**Pre-registration required.**

**SPDW:** *(OMT, OB)*

**OMT/OB Junior Faculty Consortium**

**8:30- 12:00 Sheraton Centre: City Hall**

**Pre-registration required.**

Organizers:

- Stephen James Mezias, New York U.
- Anne M. O’Leary-Kelly, U. of Arkansas
- Loni Rosenkopf, U. of Pennsylvania
- Sigal Barsade, Yale U.

Panel:

- Diana Bilimoria, Case Western Reserve U.
- Warren Boeker, U. of Washington
- Edward J. Conlon, U. of Notre Dame
- K. Michelle Kacmar, Florida State U.
- Christine Oliver, York U.
- Anne S. Tsui, Hong Kong U. of Science and Technology
- Heather Haveman, Columbia U.
- Jerry D. Goodstein, Washington State U.
- J. Richard Harrison, U. of Texas, Dallas
- Denise M. Rousseau, Carnegie Mellon U.

**All Times Are Not The Same: A Workshop on Temporal Questions in Organizational Research and Methods for Studying Them**

**8:30- 12:00 Royal York: Ontario**

See [www.buec.udel.edu/OBWeb/](http://www.buec.udel.edu/OBWeb/) for more details after March 15.

**Organizer:**

- Allen C. Bluedorn, U. of Missouri, Columbia

**Facilitators:**

- Barbara Adam, Carduff U.
- T. K. Das, City U. of New York
- Mark P. Kriger, Norwegian School of Management

**Presenters:**

- Terry L. Amburgey, U. of Toronto
- Allen C. Bluedorn, U. of Missouri, Columbia
- Donald D. Bergh, Pennsylvania State U.
- Jennifer M. George, Rice U.
- David A. Harrison, U. of Texas, Arlington
- Gareth R. Jones, Texas A&M U.
- Ellen O’Connor, Chronos Associates
- Leslie A. Perlow, U. of Michigan
- Mary J. Waller, U. of Illinois, Urbana-Champaign

### Sunday 9:30AM

**128.**

**SPDW:** *(OB, BPS, HR, ODC, OMT, RM)*

**Re-Creating Time: Narrative, Storytelling, and Theatrics for Teaching OMT**

**9:30- 12:00 Sheraton Centre: Ballroom West**

**Organizer:** Grace Ann Rosile, New Mexico State U.

**Presenters:**

- Alessia Contu, U. of Manchester
- Robert F. Dennehy, Pace U.
- Dale E. Fitzgibbons, Illinois State U.
- Jean M. Forray, Eastern Conn. State U.
- Grace Ann Rosile, New Mexico State U.
- Hugh Willmott, U. of Manchester
- Dvora Yanow, California State U., Hayward

### Sunday 10:00AM

**129.**

**SPDW:** *(GDO, MED)*

**Backlash in Academia: Let’s Talk About It!**

**10:00- 12:00 Royal York: Tudor 7**

**Organizers:**

- Belle Rose Ragins, U. of Wisconsin, Milwaukee
- Ellen Fagenson-Eland, George Mason U.

**Panel:**

- Taylor Cox, U. of Michigan
- Joanne Martin, Stanford U.
- Audrey Murrell, U. of Pittsburgh

**SPDW:** *(IM, MED, CAR)*

**How International Members Can Become Leaders in the Academy of Management**

**10:00- 12:00 Sheraton Centre: Conference Room G**

Preregistration with [Yehuda Baruch](mailto:y.baruch@uea.ac.uk) required.

Refreshments sponsored by University of East Anglia, UK.

**Organizers:**

- Yehuda Baruch, U. of East Anglia, UK
- Hugh Gunz, U. of Toronto

Panel:

- Harry G. Barkema, Tilburg U.
- Morton Huse, Centre for Church Research, Norway/Scandinavian Institute for Research in Entrepreneurship
- Kwok Leung, City U. of Hong Kong
- Andrew M. Pettigrew, U. of Warwick
- Simcha Ronen, Tel-Aviv U.

**SPDW:** *(PNP, SIM)*

**Roundtable on International Public Corruption**

**10:00- 12:00 Royal York: Jasper 1-266**

**Coordinator:**

- David W. Hart, Mary Washington College

**Participants:**

- George Bereknet, Georgetown U.
- Wesley Cragg, York U.
- Richard P. Nielsen, Boston College
- Paul Mavima, Office of Program Policy Analysis and Government Accountability, State of Florida

**SPDW:** *(ENT, OMT)*

**Organizations Evolving: The Author Meets the Critics**

**10:30- 12:00 Royal York: Territories**

To read the first chapter of Aldrich's book, Organizations Evolving, log on to his web site at [http://www.unc.edu/~healdric/](http://www.unc.edu/~healdric/) and follow the links there.

**Discussants:**

- Joel A. C. Baum, U. of Toronto
- Gregory B. Fairchild, Columbia U.
- William B. Gartner, The Entrepreneur Program
- Anne S. Miner, U. of Wisconsin, Madison
- Elaine M. Mosakowski, Purdue U.

**Presenter:**

- Howard E. Aldrich, U. of North Carolina, Chapel Hill

**SPDW:** *(BPS, OCIS)*

**E-Business Challenges: Insights from Practice**

**10:30- 12:00 Hilton: McDonald**

**How do firms implement their E-business transformations? What are the practical challenges and obstacles? What strategies, tactics, and improvisations work in overcoming these challenges? The presenters at this session are senior executives who have guided their own firms’ E-business transformations. Attendees must pre-register for this session with either V. Sambamurthy (smurthy@rhsmith.umd.edu) or Ranjay Gullati (rgullati@nwu.edu).**

**Organizer:**

- V. Sambamurthy, U. of Maryland

**Chair:**

- Heather Smith, Queen's U.

**Presenters:**

- George Small, Kanetix
- Roger Mahabir, Royal Bank
- Dominic Securities
- John Pullam, Sears Canada

**SPDW:** *(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)*

**CMSGW Plenary Speaker:**

Doug Henwood: "A New Economy? Beyond the Hype."

**10:30- 12:00 Royal York: Ballroom**

**Friends of CMSGW welcome! Info at [http://aom.pace.edu/cms/](http://aom.pace.edu/cms/).**

**Organizer:**

- Paul Adler, U. of Southern California
### Academy Activities and Committees

#### Professional Development Workshop Chairs:
- Asia Academy of Management: Chung-Ming Lau, Chinese U. of Hong Kong
- Critical Management Studies: Paul Adler, U. of Southern California
- Iberoamerican Academy of Management: Herman Aguinis, U. of Colorado, Denver
- Iberoamerican Academy of Management: Sigmar Malvezzi, FGVSP-USP
- International Theme Committee: Ann Gregory, Memorial U. of Newfoundland
- Mentoring Committee: Lisa Gundry, DePaul U.

**Mentoring Committee:** Joycelyn Finley-Hervey, Jackson State U.

**New Doctoral Student Consortium:** Paul N. Friga, U. of North Carolina, Chapel Hill

**Practitioner series:** Daniel Twomey, Fairleigh Dickinson U.

#### AAC Academy Activities and Committees

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<tr>
<th>Start</th>
<th>Division Program</th>
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<tr>
<td>1:00pm</td>
<td>35. (PS) Co-creating for Action • SC:Essex</td>
<td>78. SPDW: Successful Women Worldwide: A New Time for Understanding • SC:Conference Room G</td>
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<tr>
<td>3:00pm</td>
<td>36. (ITC) Management Post Intrastate Conflicts • SC:Elgin</td>
<td>81. SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td>4:00pm</td>
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<td>82. SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>6:00pm</td>
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<td>85. SPDW: CMSW Reception for Arriving Critters • SC:Conference Room B&amp;C</td>
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<td>7:30am</td>
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<td>86. SPDW: CMSW Breakfast • RY:Ontario</td>
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<tr>
<td>8:00am</td>
<td>37. (ITC) SME and Economic Development Niagara Peninsula Region • R:Carmanche</td>
<td>90. SPDW: CMSW. What's Critical? • RY:Ontario</td>
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<tr>
<td></td>
<td>123. (PS) Open Space Conversations • SC:Civic Ballroom</td>
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<tr>
<td>8:30am</td>
<td>38. (IAM) Strat. Management in the Iberoamerican Context • H:Lismer</td>
<td>91. SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<tr>
<td>10:00am</td>
<td>39. (IAM) Strat. Management in the Iberoamerican Context • H:Lismer</td>
<td>92. SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
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<tr>
<td>10:30am</td>
<td>40. (IAM) Graduate Student Consortium • H:Lismer</td>
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<tr>
<td>1:30pm</td>
<td>41. (IAM) Paper Session I • H:Lismer</td>
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<tr>
<td>3:30pm</td>
<td>42. (IAM) Paper Session II • H:Lismer</td>
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<tr>
<td>6:00pm</td>
<td>43. (IAM) IAM Business Meeting Followed by Dinner • H:McDonald</td>
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<td>7:00pm</td>
<td>44. (ITC) Internationalization Strategies for the Academy • H:Tom Thomson</td>
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<td>8:00am</td>
<td>45. (MEN) Mentoring Meaningfully • RY:Tudor 7</td>
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<td>124. (PS) Building a Community of Practice • SC:Civic Ballroom</td>
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<tr>
<td>9:00am</td>
<td>46. (PS) Building a Community of Practice • SC:Civic Ballroom</td>
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<tr>
<td>10:30am</td>
<td>47. (IAM) Asia Academy of Management Meeting • RY:Tudor 8</td>
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#### Friday 1:00PM

**79. (PS) SPDW: (ITC, IM, GDO) Successful Women Worldwide: A New Time for Understanding**
- 1:00 - 4:00 Sheraton Centre: Conference Room G

**81. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop**
- 1:00 - 6:00 Sheraton Centre: Norfolk

**135. (PS) Co-creating for Action: A Conversation to Promote Co-creation, Transfer, and Use of Knowledge for Organizational Effectiveness**
- 1:00 - 5:00 Sheraton Centre: Essex
  
  _Action research & co-created projects in an open space dialogue_
  
  Organizer: Daniel Twomey, Fairleigh Dickinson U.

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Facilitators: Jeana Wirtzberg, Public Service Enterprise Group; Kathleen Dechant, U. of Connecticut, Stamford; Diane Dixon, D. Dixon & Associates; Joel Harmon, Fairleigh Dickinson U.; Victoria Marsick, Columbia U.; Lena Neal, CSC Consulting; Daniel Kowalski, VA Medical Center; Rita Kowalski, Department of Veterans Affairs; Jim Scaringi, VA Headquarters; Bruce A. Walters, Oklahoma City U.; Michael Frew, Oklahoma City U.; Cesar Douglas, Grand Valley State U.; Ellen Shupe, Grand Valley State U.; Jane Seiling, Business Performance Group

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#### Friday 3:00PM

**82. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop**
- 3:00 - 6:00 Sheraton Centre: York

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Legend: ≤ theme, ≥ teaching, ≥ management practice, ≥international, Other abbreviations p. A38 - 39
Friday 4:00PM

135. Institutional Management in Pre & Post IntraState Conflicts
   • 4:00- 6:00 Sheraton Centre: Elgin
   What methods and tools (including third party intervention) might help us in managing intra-state conflicts and crises? Case examples.
   Chair: Ann Gregory, Memorial U. of Newfoundland
   Presenters: James Manan, U. of Pittsburgh; Paul Meerts, Conflict Research Unit of Netherlands Institute of International Relations; Raymond Saner, Org. Consultants Ltd.; Lichia Yiu, Center For Socio-Economic Development

Saturday 7:30AM

   • 8:00- 5:00 Hilton: Carmichael
   Field study in Niagara Peninsula region. Pre-registration required.
   Contact Benson Honig at benson@research.haifa.ac.il
   Chair: Mark Lee, Lakeland College
   Presenters: Thomas Bryant, Rutgers U.; Benson Honig, U. of Haifa; Raymond Saner, Org. Consultants Ltd.

Friday 6:00PM

85. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critters
   • 6:00- 9:00 Sheraton Centre: Conference Room B&C

Saturday 8:00AM

90. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary: What’s Critical about Critical Management Studies?
   • 8:00- 10:00 Royal York: Ontario

Saturday 10:00AM

101. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW; Critical Perspectives on Work Organization: Practice/Activity Theory
   • 10:00- 1:00 Royal York: Ontario

Saturday 10:30AM

140. (IAM) Graduate Student Consortium
   • 10:30- 12:30 Hilton: Lismer
   Chair: Herman Aguinis, U. of Colorado, Denver

Saturday 1:30PM

141. (IAM) Symposium: Paper Session I
   • 1:30- 3:30 Hilton: Lismer
   Organizer: Herman Aguinis, U. of Colorado, Denver
   The New World of Labor Relations, Nicolas Majluf, U. Catolica de Chile; Chile; Nureya Abarca, Pontificia U. Catolica, Chile; Dario Rodriguez, Pontificia U. Catolica, Chile
   Design Organizational Structure: Prerequisite to Create Competitive Advantages: Organizational Structure and Systems of Control for the PYMES with the Use of Neuro-Linguistic Programming Techniques (NLP), Martha Gonzalez Adame, U. Autonoma de Aguas Calientes, Mexico
   Cultura Organizacional: Convergencia das Dimensões Esquecidas, Antonio Ferreira Lima, UNEB/DF, Brazil
   Training Programs as an Instrument of Continuous Improvement of Banking Offices: A Model Tested in BSCH, Irene Martin Rubio, U. Complutense, Madrid
   Estudio Empirico Sobre la Gestión de las Instituciones Sin Animo de Lucro: Análisis de un Caso en el Marco Iberoamericano, Mercedes Galan Ladero, U. de Extremadura; Clementina Galera Casquet, U. de Extremadura; Victor Valero Amaro, U. de Extremadura
   Actuación Comercial de las Instituciones no Lucrativas en el Marco Iberoamericano, Mercedes Galan Ladero, U. de Extremadura; Clementina Galera Casquet, U. de Extremadura; Victor Valero Amaro, U. de Extremadura
   Evidence-Based Administration (EBMa) en la Ensenanza de la Direccion de Empresas, Julio Garcia del Junco, U. de Sevilla, Spain; Cristobal Casanueva Rocha, U. de Sevilla, Spain; Jose Ignacio Rufino Rus, U. de Sevilla, Spain
   The Effects of Leader Ethnicity, Organizational Affiliation and Regional Differences on Leadership Processes in Mexican Maquiladoras, Jon P. Howell, New Mexico State U.
Saturday 2:30PM

111. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
• 2:30- 5:30 Royal York: Ontario

112. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
• 2:30- 5:30 Royal York: Tudor 7

Saturday 3:30PM

142. (IAM) Symposium: Paper Session II
• 3:30- 5:30 Hilton: Lismer
Organizer: Herman Aguinis, U. of Colorado, Denver
Universal Practices of Organizational Change Used by Firms
Operating in the Chilean Market, Andres Raineri, Pontificia U. Catolica, Chile
At the Crossroads of Paradigms: Mexican Organizations in Transition, Jose G. Vargas-Hernandez, Centro U. del Sur, U. de Colima
Los Gigantes Gervaceros Crecen a Traves de Alianzas Estratéxicas: El Caso Brasil, Carlos Mondragon, Instituto Tecnológico Autónomo, México
Competing Strategic Typologies: An Empirical Test Within the Brazilian Insurance Industry, Jorge Ferreira da Silva, Instituto de Administración y Gerencia; Maria A. Campelo de Melo, Pontificia U. Catolica, Rio de Janeiro
El Impacto de los Anuncios de Acuerdos de Cooperación en el Mercado Financiero: El Marco Iberoamericano, Fernando Martin Alcazar, U. de Cadiz; Salustiano Martinez-Fierro, U. de Cadiz
Eficiencia en el Sistema Financiero Español: Una Aproximación a las Caj as de Ahorros de Canarias, Margarita Galvo Alzpuru, U. de La Laguna, Spain
Prioridades para Mejorar la Calidad del Servicio Financiero en Canarias, Zenona Gonzalez Aponcio, U. de La Laguna, Spain
The Effects of International Diversification and Product Diversification on Performance Among Latin American Service Firms, Sally Sledge, Old Dominon U.
An Assessment of the Beliefs that Influence Attitudes Toward Privatization in Latin America: The Case of Ecuador, Guillermo Wated, Florida International U.; Juan I. Sanchez, Florida International U.

Saturday 5:30PM

115. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
• 5:30- 7:30 Royal York: Ballroom

Saturday 6:00PM

116. SPDW: (NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
• 6:00- 8:00 Royal York: Upper Canada

143. (IAM) Meeting: Iberoamerican Academy of Management Business Meeting Followed by Dinner
• 6:00- 8:00 Hilton: McDonald

Saturday 7:00AM

144. (ITC) Strategies for the Continuing Internationalization of the Academy of Management
• 7:00- 10:00 Hilton: Tom Thomson
Representatives of various academic associations will discuss ways in which the Academy of Management can further the internationalization process.
Chair: Morten Huse, Centre for Church Research, Norway/Scandinavian Institute for Research in Entrepreneurship
Presenters: Neal M. Ashkanasy, U. of Queensland/Purdue U.; Tarek Abdel Kader Hatem, American U., Cairo; Michael A. Hitt, Texas A&M U.; Hans Landstrom, European Council for Small Business; Chung-Ming Lau, Chinese U. of Hong Kong; Jean Pasquero, U. de Québec à Montréal; Andrew M. Pettigrew, U. of Warwick; Betty Jane Purnett, U. of the West Indies/U. of Windsor; Neusa Santos, Pontificia Universidad

Sunday 7:00AM

117. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
• 7:30- 8:30 Royal York: Ballroom

118. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
• 7:00- 8:00 Royal York: Ballroom

Sunday 8:00AM

• 8:00- 10:30 Royal York: Ballroom

123. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
• 8:00- 10:30 Royal York: British Columbia

145. (PS) Building a Community of Inquiry, Learning and Action
• 8:00- 12:00 Sheraton Centre: Civic Ballroom
Reflections on learning, future possibilities & actions
Organizer: Daniel Tomwety, Fairleigh Dickinson U.
Facilitators: Jeana Wirtenberg, Public Service Enterprise Group; Daniel Kowalski, VA Medical Center; Victoria Marsick, Columbia U.; Joel Harmon, Fairleigh Dickinson U.; Gwen E. Jones, Fairleigh Dickinson U.; Lena Neal, CSC Consulting
Meeting: Mentoring Committee: From Exploding Mentoring Mines to Mentoring Meaningfully: A Role Play and Conversation

- 8:00-10:00 Royal York: Tudor 7
- Mentoring in cross-cultural & diverse developmental relationships
- Professional Development Workshop Chairs: Joycelyn Finley-Hervey, Jackson State U.; Lisa K. Gundry, DePaul U.
- Discussants: Stacy Blake-Beard, Harvard U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee; Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology
- Presenters: Robert Gillon, Jackson State U.; Dan Wentland, Jackson State U.; Donna M. Williams, Jackson State U.

Meeting: Asia Academy of Management Meeting

- 9:00-12:00 Royal York: Tudor 8
- Research Trends in Asian Management, Business Meeting Following
- Organizer: Chung-Ming Lau, Chinese U. of Hong Kong

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
- 10:30-12:00 Royal York: Ballroom
## All Academy

**Program Chair:** Jia Lin Xie, U. of Toronto / City U. of Hong Kong

### Division Program

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<tr>
<td><strong>Sunday 2:10PM</strong></td>
<td><strong>148. Symposium: Excellence in the Academy</strong>&lt;br&gt;2:10 - 3:30 Royal York: Toronto&lt;br&gt;One very special Sunday Session! Featuring last year’s Academy Award winning heavyweights Barry Staw, Scholarship Award, Richard Hodgetts, Educator Award, Richard Mowday, Service Award, and Shona Brown and Kathleen Eisenhardt, Terry Book Award. President David Whetten will MC this distinguished panel dealing with excellence in scholarship, teaching, and service in the Academy. Chair: David A. Whetten, Brigham Young U. Presenters: Barry M. Staw, U. of California, Berkeley; Richard M. Hodgetts, Florida International U.; Richard T. Mowday, U. of Oregon; Shona L. Brown, McKinsey &amp; Company; Kathleen M. Eisenhardt, Stanford U.</td>
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<tr>
<td><strong>Sunday 3:50PM</strong></td>
<td><strong>149. Symposium: Memory of the Future</strong>&lt;br&gt;3:50 - 5:10 Royal York: Ontario&lt;br&gt;If you think only organizational scholars care about time you are VERY wrong. Dr. Hooley McLaughlin, Senior Advisor for Science and Technology at the Ontario Science Centre, and Project Leader for its Timescape Exhibit, will share hard-science-based insights about time in a way even those without a Ph.D. in Quantum Mechanics can understand. Can you spell F-A-S-C-I-N-A-T-I-N-G? Chair: Jean M. Bartunek, Boston College&lt;br&gt;Presenter: Hooley McLaughlin, Ontario Science Centre</td>
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<tr>
<td><strong>Sunday 5:30PM</strong></td>
<td><strong>150. Symposium: All-Academy Executive Speaker and Meeting</strong>&lt;br&gt;5:30 - 7:00 Royal York: Ontario&lt;br&gt;Presiding: David A. Whetten, Brigham Young U.</td>
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</table>
| **Monday 9:00AM** | **152. Symposium: The Time Sensitive Business Case: Implications for Theory, Research, and Pedagogy**<br>9:00 - 10:20 Royal York: Toronto<br>Introducing a new business case format that has been designed to highlight issues of time and timing. Especially the fact that managers believe - and are often correct in doing so - that the moment for effective action is a fleeting one. The new ‘e’ case format is particularly well suited for computer use and web delivery as well as for use in distance education. Adve...
Medtronic, and MSI Insurance will help us to new heights of learning...
Organizer: Stuart Albert, U. of Minnesota
Chair: Stuart Albert, U. of Minnesota
Participants: Dennis R. Costello, Advent International Corporation; Michael A. Colson, New Opportunity Development Medtronic, Inc.; Alan T. Reiss, MSI Insurance
Discussant: Deborah Ancona, Massachusetts Institute of Technology

Monday 10:40AM

153. Symposium: Organizing Time: Organizational Practices and Work/Family Relations
   • 10:40-12:00 Sheraton Centre: Essex
   Struggling to choose between your loved ones and the work you love? It is widely agreed that the institutions of work and family come into frequent conflict in contemporary society. This session focuses on how individuals and organizations can break the deadlock and effectively balance time commitments to work and family. Moreover, it aims to help organizations develop policies and practices to lessen work/family conflicts.
   Chair: Janet H. Marler, State U. of New York, Albany
   Flexibility and Downshifting: The Time Management Strategies of Teachers with (Their Own) Children, Robert Drago, Pennsylvania State U.
   The Effect of Work-Family Policies on Commitment, Productivity, and Satisfaction: The Importance of Perceived Usability, Susan C. Eaton, Harvard U.
   Alternative Work Arrangements as a Means of Organizing Time, Daniel C. Feldman, U. of South Carolina
   Discussant: Lotte Baily, Massachusetts Institute of Technology

   • 10:40-12:00 Royal York: Ontario
   Ever pondered how the web alters time and change in organizations? This symposium features an in-depth case of Involve Learning, an e-learning company headquartered in Scandinavia, to illustrate multiple approaches to change implementation. This interactive case will be presented by Odd Skarheim, CEO of Involve Learning.
   Chair: Mark P. Kriger, Norwegian School of Management
   Presenter: Odd P. Skarheim, Involve Learning
   Discussants: Neal M. Ashkanasy, U. of Queensland/Purdue U.; André L. Deiçca, Santa Clara U.; Mark P. Kriger, Norwegian School of Management

Monday 12:20PM

155. Symposium: Timescapes in Management: Exposing Contradictions, Exploring New Possibilities
   • 12:20-2:10 Royal York: Toronto
   “A New Time” is about challenging us to face alternative and legitimate but marginalized ways of experiencing temporality. This session, featuring Barbara Adam, the founder and editor of Time and Society, first exposes how the management of public policy, strategy, organizational culture and change is fraught with contradictions that have turned one way of experiencing time into THE one right way. It then comes full circle by presenting the “timescape perspective” as a new means for viewing time as constitutive of human and organizational experience.
   Chair: Ronald E. Purser, San Francisco State U.
   Technological Timescapes: The Challenge of Managing Contested Rationalities, Barbara Adam, Cardiff U.
   Punching the “Time-Clock”, Eric Kramer, U. of Oklahoma
   On Time and Strategic Management, Richard Whipp, Cardiff U.

Dromology, Cyberspace, and “Real-Time” Management: Disorientations and Disjunctions, Ronald E. Purser, San Francisco State U.
The Dynamic of Time and the Potential for Knowledge, Jack Petranker, Nyingma Institute

156. Symposium: Eastern and Western Perspectives on Patterning of Time
   • 12:20-2:10 Sheraton Centre: Essex
   A pluralistic world calls for a profound understanding of views of time across groups and geographies. Scholars from diverse cultures and backgrounds share their perspectives on patterning of time and its socio-cultural-geographic origins. Come to share your own view of time, unless you are scared of what you might find out, of course....
   Chair: Rabi S. Bhagat, U. of Memphis
   A Geography of Time: Recent Findings, Robert Levine, California State U.; Fresno
   Temporal Complexity and the Sense of Time in Chinese Organizations, Kwok Leung, City U. of Hong Kong
   Temporal Complexity and Sense of Time in Indian and Nepalese Organizations, Dharm Prakash Sharma Bhawuk, U. of Hawaii, Manoa
   Temporal Orientation and Temporal Complexity in the Latin American Context, Bernardo M. Ferdman, CSPP, San Diego
   How Non-Americans view Americans’ Use of Time, Rabi S. Bhagat, U. of Memphis
   Discussant: Christopher Earley, Indiana U.

Monday 2:30PM

   • 2:30-3:50 Sheraton Centre: Essex
   Did you ever imagine that a colleague sitting next to you in last year’s conference might have been participating in a study on time budgeting at Academy Meetings? Ever paid attention to how you and your colleagues actually spend time during the Academy? Well, the results are in from the first time-budget research ever conducted on academic meetings. These insights will shock you, amuse you and certainly make you reflect on how our individual actions set the collective tone for our meetings.
   Chair: Allen C. Bluedorn, U. of Missouri, Columbia
   Time Use at the 1999 Academy of Management Meeting, Allen C. Bluedorn, U. of Missouri, Columbia
   Time Use at the National Conference on Undergraduate Research (NCUR): Undergraduate Students as Researchers, David Palmer, U. of Nebraska, Kearney
   Time Use at the 2000 Midwest Academy of Management Meeting, Douglas R. May, U. of Nebraska, Lincoln; Rhetta L. Stanfield, U. of Missouri, Columbia
   Discussant: Richard T. Mowday, U. of Oregon

   • 2:30-3:50 Royal York: Toronto
   We promise you something very creative here. This session uses the metaphor of dance and its interplay with music to understand the roles of time and timing in academic-practitioner collaborations. The panelists explore questions of timing, coordination, and intimacy in collaborations. This is a truly fascinating session. It will have you dancing through the room....
   Chair: Drew L. Harris, Fairleigh Dickinson U.
   May I Cut in? New Steps in the Development of a Strategic Culture-based Diversity Index, Jeana Wirtenberg, Public Service Enterprise Group; Gwen E. Jones, Fairleigh Dickinson U.

Deadlines and Dissertations: Using Action Research to Bridge the Time Demands of Standards-driven School Improvement, Public School Calendars, and the Dissertation Process, Margaret Terry Orr, Columbia U.; Patrick Michel, Pine Bush High School

Review of the Academic-practitioner Initiative at the Academy Annual Meetings: Creating and Sustaining a Pulse in a Virtual Organization - A Possible Model for Creating a Rhythm for Collaboration, Drew L. Harris, Fairleigh Dickinson U.

Discussant: James Clawson, U. of Virginia

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Monday 4:10PM

159. Symposium: Organisation Studies: It's Time for Reflection
- 4:10- 6:00 Sheraton Centre: Essex
If you haven't made time yet to take stock of the developments in Organization Studies last century, then make sure you make time for this session this century. An international panel takes up the challenge to provoke and debate conceptions of time and their impact on organizational analysis, reflect on the development of organization theory and engage in real-time reflexivity. You want to hear this!
Chair: Elena P. Antonacopoulou, U. of Manchester
Organizer: Elena P. Antonacopoulou, U. of Manchester
Images of Time in Organization Studies, John Stewart Hassard, U. of Manchester
Time, Duration and Simplicity: Rethinking Process and Change in Organizational Analysis, Robert Chia, U. of Essex
The Futures of Organization Studies, Christopher Grey, U. of Cambridge
The Importance of Time for Organization Theorists, Mary Jo Hatch, U. of Virginia
Uniting Action and Reflection in Time and Space, Roland Calori, Ecole de Management Lyon
Real-Time Reflexivity in Organization Studies, Karl E. Weick, U. of Michigan

160. Symposium: Time for Change? Strategic Options for Management Education in the 21st Century
- 4:10- 6:00 Royal York: Ontario
The time has come for massive changes in our entire system of management education. This hard-hitting, future-oriented, no-holds-barred panel includes leaders from academia, business and government who are leading the charge. Join the session as we discuss these changes in detail and attempt to flesh out strategic options for management education in the 21st Century.
Chair: Paul N. Friga, U. of North Carolina, Chapel Hill
Overview, Paul N. Friga, U. of North Carolina, Chapel Hill
The New Entrant, Jorge K. De Alva, U. of Phoenix
The New Technology Partner, Alec Hudnut, U. Access
The Regulator, Larry Gladeaux, The College Board
Discussant: Mary Ann Von Glinow, Florida International U.

161. Symposium: A Time for Experimentation and Inquiry into Ourselves? A Collaborative Academic-Practitioner Action Science Experiment in The U.S. Department of Veterans Affairs to Reduce Workplace Stress and Aggression
- 4:10- 6:00 Royal York: Toronto
Action inquiry researchers may add most value by applying their expertise during close collaboration with practitioners to co-generate knowledge for action. Although promising for the bottom line and personally gratifying, this represents a radical shift in modus operandi requiring considerable institutional and personal transformation. Join us as we reflect on a joint project with the USDVA. We guarantee you'll take something home.
Chair: Joel Harmon, Fairleigh Dickinson U.
The Evolution of a Collaboration, Jim Scaringi, VA Headquarters; Robert Petzel, Midwest Network, VHA; Daniel Kowalski, VA Medical Center; Rita Kowalski, Department of Veterans Affairs
Antecedents and Consequences of Workplace Stress and Aggression, Joel H. Neuman, State U. of New York, New Paltz
Making the Business Case: Linking Corporate Values and HR Practices to Organization Performance via Enterprise-Wide Measurement and Value Chain Analysis, Joel Harmon, Fairleigh Dickinson U.
From Knowledge to Expertise and From Distancing to Collaborating: A Time for Transforming Roles and Relationships, Daniel Twomey, Fairleigh Dickinson U.
Discussant: Michael Beer, Harvard U.
**Tuesday 10:30AM**

164. **Symposium: Time in a Multilevel Organizational Context**
   - 10:30- 11:50 Royal York: Toronto
   Over the past decade, there has been increasing research on organizational theory, measurement, and analysis in a multilevel context. Similarly, there have been innovative attempts to understand the role of time in organizational life. The intersection between time and levels is a relatively unexplored area which should yield new insights into how temporal processes relate to organizing. New times and multiple levels, oh, the possibilities...  
   **Chair:** Paul S. Goodman, Carnegie Mellon U.

**Teams, Timing, and Expanding Levels of Analysis, Deborah Ancona, Massachusetts Institute of Technology; Mary J. Waller, U. of Illinois, Urbana-Champaign**

**Time & Organizational Linkage, Paul S. Goodman, Carnegie Mellon U.**

**Markers, Meanings, and Multiple Levels: The Use of Time in Organizational Research, Barbara Lawrence, U. of California, Los Angeles**

**On Time, Technology Cycles and Organizational Evolution: Notes on Organizing By Times, Michael L. Tushman, Harvard U.**

165. **Symposium: Work Motivation in the Here and Now: Flow, Sense of Progress and Centeredness**
   - 10:30- 11:50 Sheraton Centre: Essex
   Come feel the flow and take something from Buddhist philosophy. This could only be a new perspective on motivation! Much research on motivation has been expectancy based—with behavior driven by anticipated future rewards. This symposium suggests that studying intrinsic motivation requires a shift in temporal perspective to emphasize the "here and now." Come here, right now!  
   **Chair:** Robert E. Quinn, U. of Michigan

**When Time Flies By: The Flow Experience, Barbara Schneider, Northwestern U.; Mihalyi Csikszentmihalyi, Claremont Graduate U.**

**Time Well Spent: The Sense of Progress, Kenneth W. Thomas, Naval Postgraduate School**

**Time Enough for What's Important: The Buddhist Notion of Centeredness, Erik Jansen, Naval Postgraduate School**

166. **Symposium: Business Models in the New Economy**
   - 2:00- 3:20 Royal York: Ontario
   We all know of the popularity of e-commerce. E-corporations are experimenting with different business models that range from simple e-shops to complex third-party marketplaces, and new models are emerging all the time. This symposium draws upon actual e-corporate practice from around the world and provides a framework for future discussions about e-business models in new times.  
   **Chair:** Vinod K. Jain, Bowling Green State U.

**Business Models in the New Economy, Vinod K. Jain, Bowling Green State U.**

**Electronic Business Models in the Health Industry: A New Era of Revolution and Integration, James B. Goes, Walden U.**

**Business Model Innovation in E-Commerce: The Roles of Creativity and Complexity Science, dt ogilvie, Rutgers U.**

**Compelling Models of E-Commerce: Information Flow Control and Transaction Intermediation, Edward W. Rogers, Cornell U.**

**Value Drivers of E-Commerce Business Models, Raphael Amit, U. of Pennsylvania; Christoph Zott, INSEAD**

167. **Symposium: Minutes, Moments, and Madness: Exploring Temporal Patterns of Change**
   - 2:00- 3:20 Royal York: Toronto
   This symposium focuses on the role of time and timing in organizational change. More specifically, it examines three views of temporal patterns of change: alignment, modeling, and enactment. Following short presentations on each view, the audience will be engaged in conversations about how the three viewpoints might be combined to suggest brand new avenues for research and brand new managerial practices. This truly is the edge of temporality studies.  
   **Chair:** Lotte Bailyn, Massachusetts Institute of Technology

**Temporal Alignment in Organizations, Deborah Ancona, Massachusetts Institute of Technology**

**Modeling Temporal Patterns of Change, Stuart Albert, U. of Minnesota**

**Enacting Temporal Structures in Organizations, JoAnne Yates, Massachusetts Institute of Technology; Wanda J. Orlikowski, Massachusetts Institute of Technology**

**Tuesday 3:40PM**

168. **Symposium: Kairos and Chronos: Two Dimensional Time and Its Practical Consequences for Effective Managerial Leadership**
   - 3:40- 5:30 Royal York: Toronto
   First, there were spatial levels; now we have time levels! But we do: Kairos and Chronos, the time of the divine and the time of the mundane, have bearing on our management inquiry and practice. Can we use Kairos to develop an objective measure of level of work, an objective measure of level of capability of individuals in relation to level of work, and a comprehensive goal setting system? Yes, but you have to come to find out how!  
   **Chair:** Elliott Jaques, George Washington U.

**Kairos: The 2nd Dimension of Time, Elliott Jaques, George Washington U.**

**An Application of Time-span Measurement to Sound Managerial Organization, Thomas Helton, United Stationers**

**Evaluation of Individual Capability and Talent Pool Development, Kathryn Cason, Cason Hall & Co.**

**A System of Time Horizons for Strategic Planning and Goal Setting for Consistency in Vertical and Horizontal Alignment of Planning Throughout Managerial Organizations, Charlotte Bygrave, ICOM Information & Communications, Inc.**

169. **Symposium: Shaping Management and Executive Education for the New Millennium: Time Based Issues and Challenges**
   - 3:40- 5:30 Royal York: Ontario
   Find out what leading authorities say about management and executive education in the new millennium. This session explores the issues relating to the impacts of time - in a quantitative and qualitative sense—on the structure, process, content, and direction of management and executive education provided by business schools. What could be more timely than change and permanence in our own work settings?  
   **Chair:** Michael K. Badawy, Virginia Polytechnic Institute and State U.

**Where Are We At Today in Management and Executive Education? A Time-based Diagnosis, Henry Mintzberg, McGill U.**

**Why Do We Need to Change? Forces and Drivers Reflecting Impacts of Time on Management and Executive Education, Paul Timmers, European Commission**


Wednesday  8:30AM

170. ⌛ Symposium: Time and Nike
- 8:30-10:20 Royal York: Toronto

Just-in-time production? Yes. Just-in-time re-creation of a corporation's public image? Crazy! Yet Nike Corporation has managed to re-articulate and re-narrate their own labor and ecological practices in novel ways at every junction of its organizational life. A fascinating case on the controversial company that made an empire out of shoes and celebrities out of athletes. This session is truly unique as it dynamically integrates theories of time and Nike's practices.

Chair: Nancy E. Landrum, Morehead State U.
Attestation: Nike and the Role of Auditing in Decentering the Subject, Leslie S. Oakes, U. of New Mexico
Environmemal Rhetoric of Nike, Nancy E. Landrum, Morehead State U.
Sweatshops and Business Citizenship, Jeanne M. Logsdon, U. of New Mexico; Donna J. Wood, U. of Pittsburgh
Nike, the Fair Labor Association, and the Global Alliance for Workers and Communities: The New Private, Voluntary Regulation of Labor Rights and Standards in the Global Economy, Donald Wells, McMaster U.; Josh Greenberg, McMaster U.
Protest and Promotionalism: Nike PR and the Labor Rights Campaign, Graham Knight, McMaster U.; Josh Greenberg, McMaster U.
Discussants: David M. Boje, New Mexico State U.; Amanda Tucker, Nike, Inc.; David Barry, U. of Auckland

Wednesday  8:50AM

171. ⌛ Symposium: The Role of Time in Organizational Life
- 8:50-10:20 Sheraton Centre: Essex

This symposium previews Organization Science's forthcoming call for papers on "Time and Inter-temporal Dynamics in Organizations." The authors assembled to introduce these novel applications of time could be termed a "temporal all-star crew." Watch the virtuosos and virtuosas in action, but don't miss a second of the game!

Chair: Claudia Bird Schoonhoven, U. of California, Irvine
Adaptation as Information Restriction: The Hot Stove Effect, Jerker C. Denrell, Stockholm School of Economics; James G. March, Stanford U.
Sticky Aspirations Across Time: Aspiration-Level Updating and Organizational Competitiveness, Henrich R. Greve, U. of Tsukuba
Adaptation and Selection in Organizational Evolution: Theory and Two Empirical Tests, Heather Haveman, Columbia U.
Management and the Challenge of Deep Time, Allen C. Bluedorn, U. of Missouri, Columbia
Discussant: James P. Walsh, U. of Michigan

Wednesday  10:40AM

172. ⌛ Symposium: Anemophiles or Chronists? Unique Interpretations of Time by Modern Systems Thinkers
- 10:40-12:00 Royal York: Ontario

Not even distance could keep this panel from sharing their systems thinking insights into time! See time be used to uncover obscure interconnections and patterns of behavior. The insights derived from the panel offer ways of understanding time that have rarely been addressed by other scholars. This session is guaranteed to be insightful, informative, and interesting!

Chair: Linda Booth Sweeney, Harvard U.
Presenters: Dennis Meadows, U. of New Hampshire; Elise Boulding, Dartmouth College; Anjali Sastry, U. of Michigan; Peter Senge, Massachusetts Institute of Technology/Society for Organizational Learning
**Showcase Symposia**

Program Chair: Jean M. Bartunek, Boston College

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**Monday 8:30AM**

173. SHCS:(OB, IM, ODC) Virtual Teams: A New Team Form for the New Century? A Multi-disciplinary Scholar-Practitioner Debate Exploring How Different Virtual Teams are From Traditional Teams

- 8:30-10:20 Sheraton Centre: Dominion Ballroom N

**Chair:** Cristina Gibson, U. of Southern California

**More of the Good Stuff:** Virtuality Simply Amplifies the Criticality of Basic Design Factors, Susan Cohen, U. of Southern California; Cristina Gibson, U. of Southern California; Arjan Rave, Georgia State U.; Alec Levenson, U. of Southern California; Peter Bartlett, Hewlett-Packard

**Virtual Teams Are Not Different,** Martha L. Maznevski, U. of Virginia; Nicholas Athanasiou, Northeastern U.; Lena Zander, Stockholm School of Economics

Is Virtual the Same as Being There--Not Really!, Ben Rosen, U. of North Carolina, Chapel Hill; Stacie Furst, U. of North Carolina, Chapel Hill; Richard S. Blackburn, U. of North Carolina; Debra L. Shapiro, U. of North Carolina, Chapel Hill

**Virtual Teams Are Different,** Julia Guisinger, Wayne State U.; Marietta Baba, Wayne State U.; David Britt, Wayne State U.; Garry Huyse, Proctor & Gamble

**Discussants:** Catherine Durnell Cramton, George Mason U.; Christopher Earley, Indiana U.

Winner of OB Division Most Innovative Session

174. SHCS:(MED, MOG) Kairos in Management Education: An Opportunity to Reassess the Ideology of Consequentialist Justifications of Learning

- 8:30-10:20 Royal York: Quebec

**Chairs:** Theresa K. Lant, New York U.; Margaret Peteraf, U. of Minnesota; Mariann Jelinek, NSF

**Discussant:** Edwin M. Epstein, St. Mary's College

**Presenters:** Elena P. Antonacopoulou, U. of Manchester; Frances E. Fabian, Tulane U.; Lynn A. Isabella, U. of Virginia; Christine Quinn Trank, U. of Iowa; Frances J. Milliken, New York U.

175. SHCS:(BPS, OMT, TIM) Firm Boundaries in Technology-Based Industries

- 8:30-10:20 Sheraton Centre: Ballroom West

**Chair:** Brian S. Silverman, Harvard U.

**Acquisition Activity and Product Line Scope in the U.S. Medical Sector: Nationality, Corporate Structure, and Resources,** Myles Shaver, New York U.

**Core Technology, Peripheral Technology, and Corporate Diversification,** Brian S. Silverman, Harvard U.

**How do Technology-Based Firms Organize their Non-market Strategies? An Empirical Examination of the Telecommunications Industry,** John Manuel de Figueiredo, Massachusetts Institute of Technology; Emerson H. Tiller, U. of Texas

**Who Will Monitor the Monitors? Productivity and Agency in Drug Development,** Pierre Azoulay, Massachusetts Institute of Technology

**Discussant:** Harbir Singh, U. of Pennsylvania

176. SHCS:(FM, IM, OMT) Rigor and Relevance in Organization and Management Research

**Monday 8:50AM**
177. SHCS (SIM, IM) International Cooperation for the Suppression of Business Bribery in the Global Economy
   • 9:00-10:20 Sheraton Centre: Ballroom East
   Chairs: Duane Windsor, Rice U.; Kathleen A. Getz, American U.
   Discussant: Michel Berry, CRG & Ecole de Management
   Getting Serious about Corruption: Corporate Strategies to Combat Bribery, Thomas W. Dunfee, U. of Pennsylvania; David Hess, U. of Pennsylvania
   OECD and EU Consensus Concerning Global Suppression of Business Corruption, Kathleen A. Getz, American U.; Roger James Volkema, American U.; Duane Windsor, Rice U.
   International Anti-Corruption Agreements in Latin America, Bryan W. Husted, IITESM/Instituto de Empresa
   Reforming and Closing a Key Loophole in the OECD Corruption Guidelines, Richard P. Nielsen, Boston College

Monday 9:00AM

178. SHCS (ONE, OM) The Diffusion of Voluntary Environmental Regulation: International, Domestic, and Practitioner Perspectives on ISO 14001
   • 10:40-12:00 Royal York: Concert Hall
   Chair: Michael V. Russo, U. of Oregon
   Explaining Global Diffusion of ISO 14001 Certification, Charles J. Corbett, U. of California, Los Angeles; David A. Kirsch, U. of California, Los Angeles
   An Early Experience with ISO 14001, Larry Chalfan, International Sustainable Development Foundation
   Globalization and the Environment: The Role of ISO 14001, Petra Christmann, U. of Virginia; Glen Taylor, U. of Hawaii, Manoa
   Taking Stock of ISO 14001 Certifications, Pratima Bansal, U. of Western Ontario; Bineetha Miller, Georgia State U.

Monday 10:40AM

179. SHCS (CM, HR, OB) Puzzles and Paradoxes in Organizational Justice Research
   • 10:40-12:00 Sheraton Centre: Ballroom Centre
   Chair: Daniel P. Skarlicki, U. of British Columbia
   Untangling the Knot of Trust and Betrayal, Sandra L. Robinson, U. of British Columbia; Kurt T. Dirks, Simon Fraser U.; Hakan Ozcelik, U. of British Columbia
   Psychological Contracts in Transition: Assimilation or Contrast?, S. Douglas Pugh, San Diego State U.; Daniel P. Skarlicki, U. of British Columbia
   Love is Blind and Forgiveness Divine: Reaction to a Leader's Transgressions, Debra L. Shapiro, U. of North Carolina, Chapel Hill; Mary Ann Von Glinow, Florida International U.
   Do Outcomes Matter More when Procedural Fairness is High or Low? It Depends on the Dependant Variable, Joel Brockner, Columbia U.; Nace Magnier, Western Kentucky U.; Mary Magnier, Western Kentucky U.
   Discussant: Jerald Greenberg, Ohio State U.

180. SHCS (IH, GDO) Relating a New Time to an Old Time: Presenting 1904 Films from Westinghouse
   Companies with Discussion on Observed Work Issues
   • 10:40-12:00 Sheraton Centre: Dominion Ballroom N
   Westinghouse Companies Background, Jill R. Hough, U. of Tulsa
   Human Resources Issues, Dennis W. Gibson, Troy State U.
   Gender Issues, Frieda Reitman, Pace U.; Joy A. Schnee, Rider U.
   Preserving an Old Time, Julian Reitman, U. of Connecticut, Stamford
   Discussant: Alfred A. Bolton, Averett College

Monday 12:20PM
The Globalization of American Finance: Sources and Consequences of Foreign Activity Among Large U.S. Commercial Banks, Mark S. Mizruchi, U. of Michigan

Corporate Governance and Contested Terrain: The Rise of the Shareholder Value Orientation in Germany, Edward Zajac, Northwestern U.; Peer Fiss, Northwestern U.

Discussant: Harry G. Barkema, Tilburg U.

Winner of OMT Division Best Symposium Proposal Award

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**Monday 12:50PM**

**184. SHCS:(RM, OB) A Timely Look at Multilevel Research Methodology: Taking Stock of Where We Are and Perspectives on Where We Need to Go**

- 12:50- 2:10 Sheraton Centre: Ballroom Centre
- **Chair:** Mark B. Gavin, Oklahoma State U.
- **Presenters:** Paul D. Bies, Walter Reed Army Institute of Research; Fred Dansereau, State U. of New York, Buffalo; David A. Hofmann, Michigan State U.; Lawrence R. James, U. of Tennessee, Knoxville; Katherine J. Klein, U. of Maryland; Steve W. J. Kozlowski, Michigan State U.; Chester A. Schriesheim, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

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**Monday 2:30PM**

**185. SHCS:(CM, ONE) The Influence of Identity, Characterization and Conflict Management Frames on the Perpetuation of Environmental Conflicts**

- 2:30- 3:50 Royal York: Concert Hall
- **Chair:** Barbara Gray, Pennsylvania State U.
- **Organizational Framing of the Edwards Aquifer Dispute:** Linda L. Putnam, Texas A&M U.
- **Portraits of Self and Others: How Competing Frames of Identity, Characterization and Conflict Intensity Debate over the Regulation of Water in Ohio:** Carolyn Wethoff, Ohio State U.; Roy J. Lewicki, Ohio State U.
- **Freeze Framing: The Timeless Dialogue of Intractability**
- **Surrounding Voyagers National Park:** Barbara Gray, Pennsylvania State U.
- **The Quincy Library Group: Changing Identity, Characterization and Conflict Management Frames:** Todd Bryan, U. of Michigan
- **A Burning Issue: Explaining the Intractability of the Conflict over Incineration at a Superfund Site:** Ralph Hanke, Pennsylvania State U.; Adam S. Rosenberg, Pennsylvania State U.
- **Discussants:** Blair Sheppard, Duke U.; Mark Phillip Sharfman, U. of Oklahoma

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**Monday 4:10PM**

**186. SHCS:(OM, BPS, IM) Financial Globalization and Social Structure: How Organizations Adapt to Socio-Political Changes**

- 2:30- 3:50 Sheraton Centre: Ballroom East
- **Organizer:** Gerald F. Davis, U. of Michigan
- **Contested Ideologies and Dominant Frames: Sensemaking in a Monetary Crisis:** Mitchel Y. Abolafia, State U. of New York, Albany

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**187. SHCS:(CM, IM, HR) How Can the Innovative Potential of Cultural Differences Be Realized? Perspectives Across Culture and Across Management Contexts**

- **2:30- 3:50 Sheraton Centre: Ballroom Centre**
- **Chairs:** Maddy Janssens, Catholic U. of Leuven; Debra L. Shapiro, U. of North Carolina, Chapel Hill
- **Competencies and Practices to Stimulate Meaningful Participation in Transnational Teams:** Maddy Janssens, Catholic U. of Leuven; Jeanne M. Brett, Northwestern U.
- **How to Meddle?: Effective Third-Party Intervention in U.S.-Japanese Disputes:** Debra L. Shapiro, U. of North Carolina, Chapel Hill; Catherine Tinsley, Georgetown U.; Tetsu Okumura, Shiga U.
- **Employee Reactions to Leader Power, Organizational Justice, and Organizational Support: Do They Differ in the Peoples Republic of China vs. The U.S.?:** Kevin B. Lowe, U. of North Carolina, Greensboro; Bradley L. Kirkman, U. of North Carolina, Greensboro; Danyang Peng, Wachovia Bank
- **How can the Innovative Potential of Cultural Differences be Realized?: The Case of International Mergers & Acquisitions:** Miriam Erez, Technion-Israel Institute of Technology
- **Discussants:** Mary Ann Von Glinow, Florida International U.; Nancy J. Adler, McGill U.

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**188. SHCS:(BPS, TIM) Managing Under Science-Based Competition**

- **2:30- 3:50 Sheraton Centre: Ballroom West**
- **Chair:** Peter J. Lane, Arizona State U.
- **Managing Economics of Scale in Pharmaceutical Experimentation:** Paul Nightingale, CoPS, SPRU, U. of Sussex
- **From Technology Transfer to Knowledge Acquisition:** Michelle Gittelman, New York U.
- **Science Strategies: Managing Science, Technology, and Product Market Positions Over Time:** Peter J. Lane, Arizona State U.
- **Innovation Quality, Firm Performance, and CEO Pay in High and Low Technology Firms:** Marianna Makri, Arizona State U.
- **Discussant:** Gordon Walker, Southern Methodist U.

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**Monday 4:10PM**

**189. SHCS:(BPS, ENT, OMT) Evolutionary Theory in Management and Organization Theory at the Beginning of a New Millennium: A Symposium on the State of the Art and Opportunities for Future Research**

- **4:10- 6:00 Sheraton Centre: Ballroom East**
- **Chair:** Johann Peter Murmann, Northwestern U.
- **An Evolutionary Theory of Organizational Change for the New Millennium:** Howard E. Aldrich, U. of North Carolina, Chapel Hill
- **The Progress of Evolutionary Thinking in Economics and Management:** Sidney Winter, U. of Pennsylvania
The Evolution of Evolutionary Ideas in the Academy of Management, Daniel Levinthal, U. of Pennsylvania
Discussant: Johann Peter Murmann, Northwestern U.

190. SHCS: (CM, OB, SIM) Ethics in Conflict and Negotiation
   • 4:10-6:00 Sheraton Centre: Ballroom Centre
   **Chair:** Bruce Barry, Vanderbilt U.
   **Uncertainty, Self-Justification, and the Use of Deception in Negotiations,** Maurice Schweitzer, U. of Pennsylvania; Christopher K. Hsee, U. of Chicago
   **Ethically Marginal Bargaining Tactic:** Sanction, Efficacy, and Performance, Bruce Barry, Vanderbilt U.; Adam Long, Vanderbilt U.; Ingrid Smithe, Fulmer, Vanderbilt U.
   **Negotiating Ethical Conflicts Over Diversity Management,** Debra L. Connelly, State U. of New York, Buffalo; Lisa Nowak, State U. of New York, Buffalo
   **Power and Negotiations:** The Impact on Ethical Climate, Ann E. Tenbrunsel, U. of Notre Dame; David M. Messick, Northwestern U.
   **Discusants:** Roy J. Lewicki, Ohio State U.; Linda K. Trevino, Pennsylvania State U.

191. SHCS: (BPS, TIM, IM) Modes of External Knowledge Sourcing
   • 4:10-5:20 Sheraton Centre: Ballroom West
   **Chairs:** Jaeyong Song, Columbia U.; Maurizio Zollo, INSEAD
   **Grafting Innovation: Technology Procurement Through Acquisition,** Fanish Puranam, U. of Pennsylvania; Maurizio Zollo, INSEAD
   **Sourcing External Knowledge Through Alliances:** Seeking Optimal Interorganizational Governance Structures, Farok Contractor, Rutgers U.
   **Sourcing External Knowledge Through Mobility of Engineers:** Learning-By-Hiring in the Global Semiconductor Industry, Jaeyong Song, Columbia U.; Paul Almeida, Georgetown U.
   **Learning from Competition Through Multi-Market Contact in R&D:** Empirical Evidence from the Chemical Industry, Atul Nerkar, Columbia U.; Srikanth Paruchuri, Columbia U.
   **In-House Research and the Ability to Learn from Public Science,** Bhaven N. Sampat, Columbia U.
   **Discussant:** Yves Doz, INSEAD

Tuesday 8:30AM

192. SHCS: (MOC, OMT, OB) Biological Bases for Behavior in Organizations: Human Evolution and its Implications for Organization Theory and Management Practice
   • 8:30-10:10 Royal York: Quebec
   **Chair:** Steven F. Freeman, INCAE
   **The Link between Resource Context and Social Structure:**
   - An Empirical Investigation, Barbara Pierce, U. of Western Ontario; Roderick E. White, U. of West Ontario
   **Emotions in Command:** A Naturalistic Study of Institutional Dominance, Frank Salter, Max-Planck-Institut für Verhaltensphysiologie Humanethologie
   **Evolutionary Psychology, Skill Sets and Management,** Paul R. Lawrence, Harvard U.; Nitin Nohria, Harvard U.
   **Executive Instinct:** Implications of the New Darwinism for Management, Nigel Nicholson, London Business School
   **Status in Groups:** A Biological Contribution, Deborah Waldron, U. of Auckland

Tuesday 10:30AM

193. SHCS: (GDO, HR, OB) Gente del Corazon: The Influence of Hispanic Culture on Organizational Culture and Practices
   • 10:30-11:50 Sheraton Centre: Dominion Ballroom N
   **Chairs:** Dianna L. Stone, U. of Central Florida; Stephanie E. Newell, Eastern Michigan U.
   **Presenters:** Marta B. Calas, U. of Massachusetts, Amherst; Luis R. Gomez-Mejia, Arizona State U./Iberoamerican Academy of Management; Eduardo Salas, U. of Central Florida; Dianna L. Stone, U. of Central Florida; Bernardo M. Fardman, CSPP, San Diego

   • 10:30-11:50 Royal York: Quebec
   **Organizer:** Sandra A. Waddock, Boston College
   **Corporate Citizenship as Management Practice:** Time to Build Stakeholder Relationships, Sandra A. Waddock, Boston College
   **Interpreting the Battle in Seattle--Time for Another Look at Stakeholder Management?**, Jeanne Marie Liedtka, U. of Virginia; Robert Edward Freeman, U. of Virginia
   **From Conflict to Collaboration: The Evolution of Stakeholder Relationships,** Ann Svendsen, Simon Fraser U.
   **Discussants:** David Wheeler, York U.; Richard Mares, U. of Washington

Tuesday 2:00PM

195. SHCS: (BPS, TIM) Strategic Management of Intellectual Property
   • 2:00-3:20 Royal York: Concert Hall
   **Chairs:** Julia Porter Liebeskind, U. of Southern California; Rosemarie Ham Ziedonis, U. of Pennsylvania
   **Why Do Firms Publish Their Research (By Their Own Scientists?): Co-Publication and Patenting by US Biotechnology Firms**, Michelle Gittelman, New York U.; Bruce Kogut, U. of Pennsylvania
   **Intellectual Property Protection in the Software Industry**, Stuart Graham, U. of California, Berkeley; David C. Mowery, U. of California, Berkeley
   **The Strategic Role of Patents in the Semiconductor Industry**, Rosemarie Ham Ziedonis, U. of Pennsylvania
   **The Mechanisms of Secrecy: Evidence from High Technology Firms**, Julia Porter Liebeskind, U. of Southern California
   **Discussants:** Brian S. Silverman, Harvard U.; Sidney Winter, U. of Pennsylvania

Tuesday 3:40PM

196. SHCS: (OB, OM) A New Time in Service Research: Moving Beyond Main Effects and Isolated Theoretical Perspectives
   • 3:40-5:20 Royal York: Quebec
   **Chairs:** Joerg Dietz, U. of Western Ontario; S. Douglas Pugh, San Diego State U.
Service Climate, Service Culture, and Service-Related Outcomes, Mark G. Ehrhart, U. of Maryland; Karen M. Holcombe, U. of Maryland; Seth C. Hayes, U. of Maryland; Benjamin Schneider, U. of Maryland

Debunking a Myth: Toward a Better Understanding of Service Operations and Customer Satisfaction, Aleda V. Roth, U. of North Carolina, Chapel Hill; Richard B. Chase, U. of Southern California; Christopher A. Voss, London Business School; Larry Menor, U. of Western Ontario

Diagnosing the Value Chain: A Summary of Linkage Research Dynamics, Scott M. Brooks, Gantz Wiley Research

Discussants: David E. Bowen, Thunderbird; David A. Tansik, U. of Arizona

Wednesday 8:30AM

197. SHCS:(OM, ONE, TIM) Environmental Innovation Across Firm Boundaries: Supply Chain Dynamics and Environmental Performance

- 3:40 - 5:20 Royal York: Concert Hall
Chair: Sandra Rothenberg, Rochester Institute of Technology

Environmental Supply Chain Dynamics, Jeremy Hall, U. of Calgary
Collaboration for Environmental Innovation and Performance, Gregory Theyel, U. of New Hampshire
Supplier Involvement in Environmental Innovation: The Automotive Paint Process, Charlotte Geffen, Pacific Northwest National Laboratory; Sandra Rothenberg, Rochester Institute of Technology
A Strategic Decision Framework for Green Supply Chain Management, Joseph Sarkis, Clark U.

Discussants: Robert Klassen, U. of Western Ontario; Richard Florida, Carnegie Mellon U.

Wednesday 8:50AM


- 8:50- 10:20 Sheraton Centre: Dominion Ballroom N
Chair: Anastasia Maria Luca, U. of California, Los Angeles
The Culture of Transition: An Approach and Characteristics, Tatiana Kostova, U. of South Carolina
Transition in Poland: Looking Toward the Past to Make Sense of the Present and Future, Jennifer Roney, Pepperdine U.
A Longitudinal Study of Organizational Adaption in Transition Economies: A Comparison of Czech, Hungarian, and Slovenian Perspectives, Laszlo Tihanyi, Indiana U.; W. Harvey Hegarty, Indiana U.

Discussant: Esmeralda Garbi, Florida Atlantic U.

Wednesday 10:40AM

201. SHCS: (IM, GDO, OB) Managing Multicultural Organizations: A Meeting of the Minds

- 10:40 - 12:00 Sheraton Centre: Ballroom Centre
Chair: Aparna Joshi, Rutgers U.
Conversation #1: Diversity in Teams, Michael A. West, Aston U., Birmingham, England; Cristina Gibson, U. of Southern California
Conversation #2: Insights from Social Identity Theory, Christopher Earley, Indiana U.; Anne S. Tsui, Hong Kong U. of Science and Technology
Conversation #3: Socialization and Training Practices, Mark Mendenhall, U. of Tennessee, Chattanooga; Stella M. Nkomo, U. of South Africa

Discussant: Susan E. Jackson, Rutgers U.

202. SHCS: (BPS, ENT) Entrepreneurship Through Knowledge Transfer

- 10:40- 12:00 Sheraton Centre: Ballroom East

Knowledge Sharing in Entrepreneurial Networks Among Internet Startups, Morten Hansen, Harvard U.; Thomas R. Eisenmann, Harvard U.
Corporate Entrepreneurship and Intellectual Capital Mobilization within a Diversified Integrated Firm, Tomo Noda, INSEAD

Global Knowledge Integration, Yves Doz, INSEAD; Gary Hamel, London Business School; Jose Santos, INSEAD; Peter J. Williamson, INSEAD

203. SHCS: (BPS, OMT) The Embeddedness of Competitive Behavior: Emerging Perspectives

- 10:40- 12:00 Sheraton Centre: Ballroom West
Chair: Devi R. Gnyawali, Virginia Polytechnic Institute and State U.

Spatial Embeddedness of Acquisitions by Multiunit Organizations, Joel A.C. Baum, U. of Toronto; Stan Xiao Li, U. of Toronto; John M. Usher, Memorial U. of Newfoundland

The Interpenetration of Competitive and Cooperative Networks: An Evolutionary Perspective, Javier Gimeno, INSEAD


Discussant: Walter J. Ferrier, U. of Kentucky

**204. SHCS:**(HCM, ODC, OMT) Comparative Practices and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems

- 10:40-12:00 Royal York: Concert Hall

Organizer: Andrew H. Van de Ven, U. of Minnesota


Processes of Integrating Clinics into a Large Medical Group Practice, Andrew H. Van de Ven, U. of Minnesota; Shawn M. Lofstrom, U. of Maryland; Frank C. Schultz, U. of Minnesota; Rhonda Engleman, U. of Minnesota

Processes of Integrating Employees into a Large Medical Group Practice, Russel W. Rogers, U. of Minnesota; Jeffrey Thompson, Miami U. of Ohio; J. Stuart Bunderson, Washington U.; Gerald H. Ellis, U. of Minnesota

Discussant: John R. Kimberly, U. of Pennsylvania/INSEAD
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| Monday 8:30AM |          | **205. JS:(MED, SIM)** Integrating Spirituality into Management Education in Academia and Organizations: Current Practices and Possible Future Directions  
- 8:30-10:20 Royal York: Territories  
Chair: Sandra King, California State Polytechnic U.  
Organizer: Lee Perry Robbins, Golden Gate U.  
Spirituality in the Workplace, Sandra King, California State Polytechnic U.  
Spirituality in Business School Courses, Gerald Biberman, U. of Scranton  
Designing and Incorporating Spirituality in Management Courses, Lee Perry Robbins, Golden Gate U.  
Discussant: Gerald Biberman, U. of Scranton |
| Monday 10:40AM |          | **209. JS:(GDO, CM)** Gender in Negotiation  
- 10:40-12:00 Royal York: Territories  
Chair: Hannah C. Riley, Harvard U.  
Contingent Implication of Gender in Negotiation, Laura Kray, U. of Arizona; Adam Galinsky, Northwestern U.; William P. Smith, Vanderbilt U.; Hannah C. Riley, Harvard U.  
Discussant: Deborah M. Kolb, Simmons College |
| Monday 8:30AM |          | **206. JS:(OMT, BPS, TIM)** Complexity and Complementarities: Differences and Similarities. An Organizational Perspective on the Effects of Interactions  
- 8:30-10:20 Sheraton Centre: Conference Room D&E  
Chair: Nicolaj Siggelkow, U. of Pennsylvania  
Having a Map: Science, Complexity and Invention, Olav Sorensen, U. of California, Los Angeles; Lee Fleming, Harvard U.  
Choice Interaction and Organizational Structure, Jan W. Rivkin, Harvard U.  
Fragility and Design of Interconnected Activity Systems, Nicolaj Siggelkow, U. of Pennsylvania  
Balancing Incentives: The Tension between Basic and Applied Research, Scott Stern, Massachusetts Institute of Technology; Ian Cockburn, U. of British Columbia; Rebecca Henderson, Massachusetts Institute of Technology  
Discussant: Daniel Levinthal, U. of Pennsylvania |
| Monday 10:40AM |          | **210. JS:(HR, BPS, OB)** New Perspectives on HRM and Performance  
- 10:40-12:00 Sheraton Centre: Civic Ballroom  
Chairs: Nick Turner, U. of Sheffield, UK; Julian Barling, Queen's U.  
Searching for Best Practice in Organizational Safety  
Performance, John Gilbert, U. of Toronto; Harry Shannon, McMaster U.  
Organizational Practices and Safety Performance: An Exploratory Study, Stephen J. Wood, U. of Sheffield, UK; Julian Barling, Queen's U.; Ana Lasaosa, London School of Economics; Nick Turner, U. of Sheffield, UK; Sharon K. Parker, U. of New South Wales, Australia  
Getting Inside the HRM-Performance Relationship, David Guest, U. of London; Jonathan Michie, U. of London; Maura Sheehan, Queen's U.; Belfast; Melvina Metochi, U. of London; Neil Jonathan Conway, U. of London  
HRM and Company Performance: A Critique and Some UK Evidence, Malcolm Patterson, U. of Sheffield, UK; Michael A. West, Aston U., Birmingham, England; Toby D. Wall, U. of Sheffield, UK  
Discussant: Bob Pritchard, Texas A&M U. |
| Monday 8:30AM |          | **207. JS:(CAR, MED)** The New Leadership Career as Vocation or Calling: A Conversation between Management and Spirituality  
- 8:30-10:20 Sheraton Centre: Civic Ballroom  
Chairs: James J. McGee, Santa Clara U.; André L. Delbecq, Santa Clara U.  
New Careers, Leadership as a Special Calling, and Spirituality, Joseph W. Weiss, Bentley College  
Christian Perspectives of "Vocation" and "Calling" and Their Implications for Contemporary Leadership Careers, Michael Kelley, DePaul U.  
Business as a Calling: The "Foyer" into Business Spirituality, André L. Delbecq, Santa Clara U.; James J. McGee, Santa Clara U. |
- 10:40-12:00 Sheraton Centre: Civic Ballroom  
Chairs: Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.  
The Workplace as Marketplace in Discourse and Practice, Christina Wassen, DePaul U.  
Saving the Earth Inc.: The Language and Logic of the Discourse of the Market in Environmental Organizations, Pushkala Prasad, Lund U.; Jeff Everett, U. of Calgary  
The Emperor Has No Clothes: Economic and Ethical Limits to the Market Principle in Management, Anshuman Prasad, U. of New Haven  
Markets, Market Rationalization and Prosperity, Larry Zacharias, U. of Massachusetts  
Discussants: J. Michael Cavanaugh, Fairfield U.; Parbudyal Singh, U. of New Haven |
| Monday 8:30AM |          | **208. JS:(GDO, ODC)** Reaching for the Rainbow: Empirical Research and Critical Inquiry into Managing Diversity  
- 8:30-10:20 Royal York: Alberta  
Organizers: Erica Gabrielle Foldy, Boston College; Deborah R. Litvin, U. of Massachusetts, Amherst  
Selling Rainbows: An Institutional Analysis of Diversity Management in North America, Pushkala Prasad, Lund U.  
Twist the Cup and the Lip Diversity Consultants' Visions Slip, Deborah R. Litvin, U. of Massachusetts, Amherst  
Narrating Diversity: The Intersitial Path, Renee J. Chin, Syracuse U.  
Diversity and the Dilemmas of Representation, Erica Gabrielle Foldy, Boston College  
Discussant: Audrey Murrell, U. of Pittsburgh |
| Monday 10:40AM |          | **212. JS:(MIC, CM, OB)** Examining Pace Within and Across Organizational Interfaces  
- 10:40-12:00 Royal York: Confederation 3  
Chairs: Sally Blount, U. of Chicago; Gregory A. Janicik, New York U.  
The Workplace as Marketplace in Discourse and Practice, Christina Wassen, DePaul U.  
Saving the Earth Inc.: The Language and Logic of the Discourse of the Market in Environmental Organizations, Pushkala Prasad, Lund U.; Jeff Everett, U. of Calgary  
The Emperor Has No Clothes: Economic and Ethical Limits to the Market Principle in Management, Anshuman Prasad, U. of New Haven  
Markets, Market Rationalization and Prosperity, Larry Zacharias, U. of Massachusetts  
Discussants: J. Michael Cavanaugh, Fairfield U.; Parbudyal Singh, U. of New Haven |
**213. JS:(CAR, HR) Organizational Mentoring Relationships: Multiple Perspectives on the Role of Time**
- **10:40-12:00 Sheraton Centre: Conference Room D&E**
  - **Chair:** Stacy E. McManus, U. of Tennessee
  - **Time Engaged in Mentoring Others as Related to Mentoring Motives**, Tammy D. Allen, U. of South Florida
  - **Too Much of a Good Thing: Delay in Exiting the Protege Role**, Gayle M. Baugh, U. of West Florida
  - **A Cusp Catastrophe Model of Mentoring Relationships**, Stacy E. McManus, U. of Tennessee
  - **Discussant:** Ellen Fagenson-Eland, George Mason U.

**Monday 12:20PM**

**214. JS:(IM, HR) Exploring New Directions in International Human Resource Management**
- **10:40-12:00 Hilton: McDonald**
  - **Chairs:** Schon Beechler, Columbia U.; John Mezias, U. of Miami
  - **Exploring Expatriate Women's Experiences through Narrative Voice**, Sally Taylor, Portland State U.
  - **Assessing the Corporate Benefits of International Managerial Rotation**, John Mezias, U. of Miami; Bernard Yeung, New York U.
  - **Discussant:** Vladimir Pucik, IMD

**215. JS:(OMT, RM) A Time to Reflect: Constructing Knowledge and Alternative Modes of Investigation in Organization and Management Theory**
- **12:20-2:10 Sheraton Centre: Civic Ballroom**
  - **Organizers:** Graham Sewell, U. of Melbourne; Bill Harley, U. of Melbourne
  - **Reflecting on Objectivism**, Bill Harley, U. of Melbourne
  - **The Limits of Objectivism**, Harvie Ramsay, U. of Strathclyde; Dora Schioraios, U. of Strathclyde
  - **Critical Realism or Constructive Critique?**, Nelson Phillips, McGill U.; Cynthia Hardy, U. of Melbourne
  - **Constructivism: The Social Construction of Everything?**, Graham Sewell, U. of Melbourne
  - **Fact Making and Struggles Over Truth**, Steve Maguire, McGill U.
  - **Discussant:** C. R. Hinings, U. of Alberta

**216. JS:(MOC, MC) Emotional Intelligence at Work: Does it Make a Difference?**
- **12:20-2:10 Royal York: Territories**
  - **Chair:** Peter J. Jordan, Griffith U./U. of Queensland
  - **Where's the Intelligence in Emotional Intelligence?**, Suzy Fox, Loyola U.; Chicago
  - **Measuring Emotional Intelligence in the Workplace: A Comparison of Self and Peer Ratings of Emotional Intelligence**, Peter J. Jordan, Griffith U./U. of Queensland
  - **Emotional Intelligence, Cognitive Ability and Mood: Their Interactive Influence on Task Performance**, Catherine Daus, Southern Illinois U.; Edwardsville
  - **Discussant:** Ronald H. Humphrey, Virginia Commonwealth U.
Discussant: Rebecca Henderson, Massachusetts Institute of Technology; Lori Rosenkopf, U. of Pennsylvania

**Monday 2:30PM**

**220. **JS:(BPS, TIM) Research on Technological Learning, Knowledge Management, and Corporate Performance: Perspectives from Strategy, Organization Theory, and Management of Technology
- 2:30-3:50 Sheraton Centre: Civic Ballroom
  Chair: Michael K. Badawy, Virginia Polytechnic Institute and State U.
  Conceptual Links among Technological Learning, Strategic Management, and Performance, Michael W. Lawless, Duke U.
  Creating Value through Technological Learning and Effective Management of Knowledge in Organizations, Michael A. Hitt, Texas A&M U.
  Conceptual Transitions for Understanding the Strategic Management of Knowledge: Future Research Directions, Michael K. Badawy, Virginia Polytechnic Institute and State U.
  Discussant: Robert A. Burgelman, Stanford U.

**221. **JS:(OCD, MC) Whole Systems Change: How Far Can We Go?
- 2:30-3:50 Royal York: Territories
  Chair: Ludo Keunen, Bekaert-Stanwick
  An Overview of Large Group Methods, Billie Alban, Alban & Williams, Ltd.
  Future Search: Rapid Community Building Through Shared Learning and Action, Marvin Weisbord, Future Search Network; Sandra Janoff, Future Search Network
  What is Whole-Scale?, Kathie Dannemiller, Dannemiller Tyson Assoc.
  Managing Conflict through Large Group Methods, Barbara Bunker, State U. of New York, Buffalo
  The Future of Whole System Engagement Methods in Corporations: Co-option or Paradigm Shift?, William A. Pasmore, Delta Consulting Group
  Discussant: W. Warner Burke, Columbia U.

**222. **JS:(MOC, OB) Decision-Group Composition, Structure and Processes: Application of the Hidden Profile Paradigm to Group and Organizational Research
- 2:30-3:50 Sheraton Centre: Conference Room D&E
  Chair: John E. Sawyer, U. of Delaware
  Using Hidden Profiles to Assess the Effects of Structured Interventions on Information Sharing and Group Performance, Timothy M. Franz, Indiana U.; David A. Vollrath, Indiana U., South Bend
  Information Sharing and Integration in Culturally Diverse Cross-Functional Groups, Missy Houtte, U. of Delaware; Erin L. Muzly, U. of Delaware; John E. Sawyer, U. of Delaware
  Hidden Profiles and Biased Information Sampling in Collective Choice: A Brief History, Garold Stasser, U. of Miami
  Discussant: Linda Argote, Carnegie Mellon U.

**223. **JS:(IM, HR) International HR Strategies for Developing and Retaining Global Leaders
- 2:30-3:50 Hilton: McDonald
  Organizer: Paula M. Caligiuri, Rutgers U.
  Boundaryless Careers: Implications for International Human Resource Management, Rosalie L. Tung, Simon Fraser U.
  Retaining Global Leaders through Organizational Support Programs: A Test of the Psychological Contract, Mila Borisлавова Lazarova, Rutgers U.
  International Human Resource Strategies: Asia-Pacific Perspective, Helen De Cieri, Monash U.
  Nonlinear Dynamics: Implications for Global Leadership Development Strategies in MNCs, Mark Mendenhall, U. of Tennessee, Chattanooga
  Discussant: Paula M. Caligiuri, Rutgers U.

**224. **JS:(ENT, HR) Studying Speed (Rate of Growth) and Fuel (Energy) in Fast Growth Firms: e-Research, e-Business, and e-Teaching Outcomes
- 2:30-3:50 Royal York: Alberta
  Chair: Theresa Welbourne, U. of Michigan
  Back to Basics: Learning about Motivation from Running on my Treadmill, Steven Andrews, Yale U.
  A New Way to Integrate Research and Practice, Alice Andrews, eePulse, Inc.
  A Research Driven Approach to Reconciling Research versus Teaching, Timothy J. Vogus, U. of Michigan
  Discussants: Jane E. Dutton, U. of Michigan; Howard E. Aldrich, U. of North Carolina, Chapel Hill

**Monday 4:10PM**

**225. **JS:(OMT, OCIS) Sharing Knowledge Across Boundaries
- 4:10-5:20 Sheraton Centre: Civic Ballroom
  Chair: Paul R. Carline, Massachusetts Institute of Technology
  Presenters: Carsten Osterlund, Massachusetts Institute of Technology; Natalia Levina, Massachusetts Institute of Technology; Nancy M. Dixon, George Washington U.; Paul R. Carline, Massachusetts Institute of Technology
  Discussant: Beth Bechky, U. of Pennsylvania

**226. **JS:(IM, OB) Social Capital and its Buzzwords, Bandwagons, and Boundaries: Critique and Theory Development from Multidisciplinary and Multinational Perspectives
- 4:10-5:20 Hilton: McDonald
  Chair: Henry W. Lane, Northeastern U.
  Social Capital and Tacit Knowledge, Nicholas Athanassiou, Northeastern U.
  Network Configurations of Social Capital, Martha L. Maznevski, U. of Virginia
  The Role of Trust in Social Capital, Ellen M. Whiten, U. of Virginia
  Discussants: Lena Zander, Stockholm School of Economics; Henry W. Lane, Northeastern U.

- 4:10-5:20 Royal York: Alberta

The Typical, the Rare, and the Outnumbered: Distinguishing Between Historical Typicality and Numerical Distinctiveness in Work Groups. Jennifer Chatman, U. of California, Berkeley; Jennifer L. Berdahl, U. of California, Berkeley; Alicia Boisnier, U. of California, Berkeley; Sandra Elizabeth Spataro, U. of California, Berkeley; Cameron Anderson, U. of California, Berkeley

A Shared Norms Approach to Predicting Emergent Hierarchies in Work Groups. Jennifer L. Berdahl, U. of California, Berkeley; Cameron Anderson, U. of California, Berkeley


228. JS:(MOC, OMT) Identity at the Interfaces: The Dynamic Construction of Identity in Organizational Fields
• 4:10- 5:20 Royal York: Territories
Macro Level Identities: Processes, Incidence and Implications. Margaret Peteraf, U. of Minnesota; Mark T. Shanley, Purdue U.
The Identities of Morphing Organizations: The Case of Yahoo and Excite. Violina Rindova, U. of Washington; Suresh B. Kotha, U. of Washington
What is in a Name? Organizational Markers of Industry Identities. Mary Ann Glynn, Emory U.

Tuesday 8:30AM

229. ¬ JS:(BPS, GDO, IM) Board Room Diversity: The Case of Women Directors
• 8:30- 10:10 Hilton: McDonald
Chairs: Phyllis Johnson, Cranfield School of Management; Susan Vinnicombe, Cranfield School of Management
Diversity and the Corporate Board. Phyllis Johnson, Cranfield School of Management
An International Review of Women Directors. Zena Burgess, Swinburne U. of Technology
The Impact of Corporate Women Directors on Senior Corporate Women. Diana Bilimoria, Case Western Reserve U.
A Way Forward: The Development of Women Directors, Morten Huse, Centre for Church Research, Norway/Scandinavian Institute for Research in Entrepreneurship; Susan Vinnicombe, Cranfield School of Management

230. ¬ JS:(MOC, OMT) Theorizing Organizational Learning as Situated Practice
• 8:30- 10:10 Sheraton Centre: Conference Room D&E
Chair: Dvora Yanow, California State U., Hayward
Organizational Learning and Collaborative Leadership. Frank Blackler, U. of Lancaster
A "Middle-out" Perspective of Organizational Learning. John O'Neill, Research Institute for Advanced Computer Science, NASA Ames Research Center
Mapping Local Knowledge and Organizational Learning. Dvora Yanow, California State U., Hayward
Learning and Practice: Focusing on Power Relations, Alessia Contu, U. of Manchester; Hugh Willmott, U. of Manchester Discussant: Davide Nicolini, Tavistock Institute

231. JS:(GDO, CM, OB) Exploring the Conflict Dynamics of Faultline Structures in Diverse Work Groups
• 8:30- 10:10 Royal York: Alberta
Chair: Laurie P. Milton, U. of Calgary
Making the Most of Faultlines: How Legitimized Task Relatedness and Boundary Spanning Enhance the Conflict Dynamics of Multicultural Groups. Laurie P. Milton, U. of Calgary; Anne Stringfellow, Thunderbird AGSIM
Relevant Differences: Demographic versus Identity Faultlines as Purveyors of Conflict in Mid-Life Work Groups. Laurie P. Milton, U. of Calgary; James D. Westphal, U. of Texas, Austin
Cross-Cultural Differences in Multinational Peacekeeping Forces: Faultlines or Seamlines?. Elron Efrat, Hebrew U.; Boas Shamir, Hebrew U.; Eyal Ben-Ari, Hebrew U.
Discussants: Dora C. Lau, U. of British Columbia; Katherine Xin, Hong Kong U. of Science and Technology

232. ¬ JS:(OMT, OB) Grounded Views of Knowledge Work
• 8:30- 10:10 Sheraton Centre: Civic Ballroom
Chairs: Beth Bechky, U. of Pennsylvania; Andrew Hargadon, U. of Florida
Discussant: Wanda J. Orlikowski, Massachusetts Institute of Technology

233. JS:(MOC, OB, HR) Investigating Group Transactive Memory in Field Settings: Empirical Examinations and Measurement Approaches
• 8:30- 10:10 Sheraton Centre: Dominion Ballroom N
Chair: Susan Cohen, U. of Southern California
Organizer: Lisa M. Moynihan, Cornell U.
Managers’ Transactive Knowledge and Organizational Performance in the Retail Food Industry. Diane Liang Rulke, U. of London
Transactive Memory and Performance of Management Consulting Teams: Examining Construct and Predictive Validity of a New Scale. Kyle Lewis, U. of Texas, Austin
Knowing Who Knows What: Examining the Influence of Transactive Memory on the Relationship between Diversity of Expertise in a Management Team and Team Decision Quality. Devaki Rau, U. of Minnesota

234. JS:(GDO, HR, SIM) Sexual Harassment Policy Effects: Implications for Theory, Research, and Practice
• 8:30- 10:10 Royal York: Territories
Chair: Robert S. Done, U. of Arizona
The Influence of Union Policies on the Occurrence and Outcomes of Sexual Harassment, Carrie A. Bulger, U. of Connecticut
Policy, Self-Control, and the Likelihood of Sexual Harassment, Robert S. Done, U. of Arizona
The Reasonable Woman Standard: Effects on Sexual Harassment Case Outcomes. Elissa Perry, Columbia U.; Carol T. Kulik, Arizona State U.; Anne Bourhis, HEC Montreal
Discussant: Jeanette N. Cleveland, Pennsylvania State U.

Tuesday 10:30AM

235. JS:(OB, OMT) A Time for Teams
• 10:30- 11:50 Sheraton Centre: Conference Room D&E
Chair: Mary J. Waller, U. of Illinois, Urbana-Champaign
Organizers: Mary E. Zellmer-Bruhn, U. of Minnesota; Anita D. Bhappu, Southern Methodist U.; Vikas Anand, U. of Arkansas
Can They Keep Pace? Team Performance under Ambiguous Deadlines. Mary J. Waller, U. of Illinois, Urbana-Champaign; Mary E. Zellmer-Bruhn, U. of Minnesota; Robert Giambatista, U. of Wisconsin, Madison
Conflict over Time: Antecedents and Consequences of Performance in Groups. Gerardo Okhuysen, U. of Texas, Dallas
The Consequences of Time on Knowledge Distribution and Transformation. Vikas Anand, U. of Arkansas; Don Harrison, U. of Arkansas
The Effect of Communication Media on the Interactions in Diverse Teams: An Analysis of Conflict and Team-Member Exchanges. Anita D. Bhappu, Southern Methodist U.
Discussant: Laurie R. Weingart, Carnegie Mellon U.

236. JS:(MED, PNP, SIM) Theoretical Foundations of Civic Engagement and Service-Learning
• 10:30- 11:50 Hilton: McDonald
Chair: Laurie N. DiPadova, U. of Utah
A Practice in Search of a Theory: An Emerging Epistemology of Engagement to Support University-Community Partnerships. James J. Fleming, Boston College
Mary Parker Follett on Service-Learning: Better Managers and Better Communities. Paul C. Godfrey, Brigham Young U.
An Ethical Theory of Service Learning. David W. Hart, Mary Washington College
Institutional Responsibilities for and Commitments to Service Learning. Michael Brinnthal, National Association of Schools of Public Affairs and Administration
Discussant: Edward Zlotkowski, American Association for Higher Education
Winner of MED Division Best Symposium in Management Education and Development

237. JS:(MH, HR) On the Importance of Studying Management History: Four Perspectives
• 10:30- 11:50 Royal York: Territories
Chair: Shawn M. Carrarher, Texas A&M U.
The Importance of Teaching Management History. Arthur G. Bedeian, Louisiana State U.
Strategic Cross-Cultural Issues on the Importance of the Study of Management History: Entrepreneurialism in Academic Careers, Shawn M. Carrarher, Texas A&M U.
Zeitocentrism in Current Day Discourse in Management. Dennis W. Organ, Indiana U.

238. JS:(CM, OB, HR) Trustworthiness at Work: Its Nature, Antecedents, and Consequences
• 10:30- 11:50 Royal York: Alberta
Chair: Sandra L. Robinson, U. of British Columbia
Organizers: Sandra L. Robinson, U. of British Columbia; Dora C. Lau, U. of British Columbia
Who is Trustworthy? Self and Others' Perspectives. Dora C. Lau, U. of British Columbia
Trust and Trustworthiness: Illuminations from the Dark Side. Daniel McAllister, Georgetown U.
Frequency of Interaction and Relationship Duration as Moderators of the Factors of Perceived Trustworthiness. Bennett W. Cherry, U. of Arizona
Trustworthiness in Technology Adoption: The Relationship between Adoptors and Technology Champions. Mark A. Fuller, Baylor U.; Roger C. Mayer, Baylor U.
Discussant: Roger C. Mayer, Baylor U.

239. JS:(HR, OB) Moving the Study of Work-Family Conflict into the 21st Century: A Multi-Level, Multi-Disciplinary Approach
• 10:30- 11:50 Sheraton Centre: Civic Ballroom
Chair: Sonya A. Premeaux, McNeese State U.
Outcomes of Reduced Load Work Arrangements at Managerial and Professional Levels: Perspectives from Multiple Stakeholders. Margaret L. Williams, Virginia Commonwealth U.; Lucy R. Ford, Virginia Commonwealth U.; Pamela L. Dohring, McGill U.; Mary Dean Lee, McGill U.; Shelley M. MacDermid, Purdue U.
Work-Family Conflict and Family Friendly Policies: Bridging the OB/HR Divide. Sonya A. Premeaux, McNeese State U.
Discussant: Cheryl L. Adkins, Louisiana State U.

Tuesday 2:00PM

• 2:00- 3:20 Royal York: Alberta
Organizer: Tom Tyler, New York U.
Procedural Justice and Interactional Justice: Different or Equivalent Concepts?; Ramona Bobocel, U. of Waterloo; Robert Bies, Georgetown U.

Effects Applications and Theory Applications in Organizational Justice Interventions. Jerald Greenberg, Ohio State U.

Discussant: Russell Cropanzano, Colorado State U.

Organizational Social Capital, Employment Practices, and the Organisational Implications of Experience of Persistent Aggressive Behaviour and Bullying in the Workplace, Helge Hoel, U. of Manchester; Cary L. Cooper, U. of Manchester; Brian Faragher, U. of Manchester

Organizational Justice and Work-Related Stress as Social and Situational Determinants of Workplace Aggression, Joel H. Neuman, State U. of New York, New Paltz

Identifying the Aggressors in Bullying at Work and their Personal Characteristics, Charlotte Rayner, Staffordshire U., UK


Short and Long Term Effects of Exposure to Persistent Aggression and Bullying at Work, Stalea Einarsen, U. of Bergen, Norway; Stig Berge Matthiesen, U. of Bergen, Norway; Eva Gemsoe Mikkelsen, U. of Aarhus, Denmark

Joint Symposia JS

241. JS:(HR, OB, OMT) Social Capital in Organizations: Examining Individual and Communal Models

- 2:00- 3:20 Sheraton Centre: Civic Ballroom
Organizer: Carrie R. Leana, U. of Pittsburgh
Chair: Carrie R. Leana, U. of Pittsburgh

An Employability Approach to Human Resources Management, Social Capital and Job Performance, Sony L. Pearce, U. of California, Irvine; Amy Handel, Wake Forest U.


Discussant: Carrie R. Leana, U. of Pittsburgh


- 2:00- 3:40 Hilton: McDonald
Chair: Bill McKelvey, U. of California, Los Angeles

The Value of Agent Based Models for Organizational Science, Kathleen M. Carley, Carnegie Mellon U.


Robustness and Rigor in Agent-based Models, Jan W. Rivkin, Harvard U.

An Inter-Temporal Computational Model of Firm Network Dynamics, Miheana Moldoveanu, U. of Toronto; Joel A.C. Baum, U. of Toronto

243. JS:(MOC, OMT, OB) Signs of the Times: The Changing Face of Organizational Symbolism

- 2:00- 3:20 Royal York: Territories
Chair: Monica C. Worline, U. of Michigan

Constructing Symbols: New Interfaces between Management and Design, Majken Schultz, U. of Copenhagen

Social Identity and the Office-less Corporation: A Study of Worker Adaptation to a Non-territorial Workspace, Kimberly D. Elsbach, U. of California, Davis

Organizational Symbols as Emotional Cues, Anat Rafaeli, Technion; Avraham N. Kluger, Hebrew U.; Yarda Wasserman, Hebrew U.


244. JS:(HR, CM) Exploring Persistent Patterns in Workplace Aggression

- 2:00- 3:20 Sheraton Centre: Conference Room D&E
Chair: Cary L. Cooper, U. of Manchester

Organizational Injustice and Work-Related Stress as Social and Situational Determinants of Workplace Aggression, Joel H. Neuman, State U. of New York, New Paltz

Identifying the Aggressors in Bullying at Work and their Personal Characteristics, Charlotte Rayner, Staffordshire U., UK


Short and Long Term Effects of Exposure to Persistent Aggression and Bullying at Work, Stalea Einarsen, U. of Bergen, Norway; Stig Berge Matthiesen, U. of Bergen, Norway; Eva Gemsoe Mikkelsen, U. of Aarhus, Denmark

Organisational Implications of Experience of Persistent Aggressive Behaviour and Bullying in the Workplace, Helge Hoel, U. of Manchester; Cary L. Cooper, U. of Manchester; Brian Faragher, U. of Manchester

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Social Capital, Vision, and Meaning: Creating Community in Turbulent Workplaces, Sandra A. Waddock, Boston College
Discussant: Michael Whitty, U. of Detroit, Mercy

247. JS:(ONE, ENT, PNP) A New Time and New Directions for Sustainable Entrepreneurship: Seeking and Acting on 'Triple Bottom Line' Opportunities
   • 3:40 - 5:20 Royal York: Tudor 7
   Chair: Norris F. Krueger Jr, Boise State U.
Walking the Walk: Just How do we Encourage Sustainable Entrepreneurs?, David Alexander, firststep.ca, Toronto
Market Economics, Sustainable Development and Alleviation of Poverty in the Developing World, Ana Maria Peredo, U. of Calgary
Discussant: Jon Entine, Ruffrun

248. JS:(GDO, IM, OB) Multicultural Teams within Multinational Corporations
   • 3:40 - 5:20 Royal York: Territories
   Chair: Eiron Efrat, Hebrew U.
   Presenters: Eiron Efrat, Hebrew U.; Nicholas Athanassiou, Northeastern U.; Martha L. Maznevski, U. of Virginia; Amy Randel, Wake Forest U.; Margarita C. Mayo, U. of Western Ontario
Discussant: Cristina Gibson, U. of Southern California

249. JS:(GDO, HR) U.S. Companies and Work/Life Strategies: Their Diffusion and Effects
   • 3:40 - 5:20 Royal York: Alberta
   Chair: Mary C. Still, Cornell U.
   An Examination of the Relative Impact of Workplace Characteristics and Family-Supportive Benefits on Work/Family Conflict, Perceived Work Success, Absenteeism and Intent to Turnover, P. Monique Valcour, Cornell U.; Rosemary Batt, Cornell U.
   Work-Life Practices as Symbolic Innovation: An Examination of Leading U.S. Companies, Mary C. Still, Cornell U.; Phyllis Moen, Cornell U.
The Supportive Mentor as a Means of Reducing Work-Family Conflict, Troy Nielsen, California State U.; San Marcos; Dawn S. Carlson, Baylor U.; Melanie J. Lankou, Cornell U.
Strategic Human Resource Management Configurations, Organization-Level Measures and their Consequences: Strategic Investment in Human Resources Management, Patricia G. Martinez, U. of California, Irvine; Jone L. Pearce, U. of California, Irvine; Lyman W. Porter, U. of California; Anne S. Tsui, Hong Kong U. of Science and Technology
Employment Regimes for the Factories of the Future: Human Resource Management in Telephone Call Centres, Nick Kinnie, U. of Bath; John Purcell, U. of Bath
Discussants: Scott A. Snell, Pennsylvania State U.; Peter Cappelli, U. of Pennsylvania

250. JS:(MOC, BPS, OMT) The Strategic Use of the Past for the Present and Future: Organizational History and Changes in Image, Identity, & Reputation
   • 8:30-10:20 Hilton: McDonald
   Chair: John R. Kimberly, U. of Pennsylvania/INSEAD
   Organizer: Craig Carroll, U. of Texas
Creating Continuity in a Context of Change: The Framing of Historical Identity, Samia Chreim, U. of Lethbridge
From Sources to Resources: Using the Past as a Strategic Asset, Ellen O'Connor, Chronos Associates
Legitimizing Organizational Policies through the Rhetorical Use of History, Craig Carroll, U. of Texas

251. JS:(HR, OB, ODC) Employment Relationships, Culture, and Work Modes Within the Strategic Human Resource Architecture
   • 8:30-10:20 Sheraton Centre: Civic Ballroom
   Chairs: Ellen Ernst Kossek, Michigan State U.; Jennifer Palthe, Michigan State U.
Organization-Level Measures and their Consequences: Strategic Investment in Human Resources Management, Patricia G. Martinez, U. of California, Irvine; Jone L. Pearce, U. of California, Irvine; Lyman W. Porter, U. of California; Anne S. Tsui, Hong Kong U. of Science and Technology
Employment Regimes for the Factories of the Future: Human Resource Management in Telephone Call Centres, Nick Kinnie, U. of Bath; John Purcell, U. of Bath
Discussants: Scott A. Snell, Pennsylvania State U.; Peter Cappelli, U. of Pennsylvania

252. JS:(OMT, OB) Fear of Being Honest: Silence and Self-Censorship in Organizational Settings
   • 8:30-10:20 Sheraton Centre: Conference Room D&E
Discussant: Theresa K. Lant, New York U.
   Presenters: Elizabeth Wolfe Morrison, New York U.; Patricia Faison Hewlin, New York U.

253. JS:(CM, OB, OMT) Negative Relationships in Social Networks in the Workplace
   • 8:30-10:20 Royal York: Alberta
   Chairs: Giuseppe Labianca, Tulane U.; Jonathan Johnson, U. of Arkansas
A Preliminary Test of the Negative Asymmetry Hypothesis in Workplace Social Networks, Giuseppe Labianca, Tulane U.; Elizabete Veumphress, Tulane U.; Jennifer Kaufmann, Tulane U.
Weighing the Social Ledger: Alter Influence and Negative Tie Consequences, Jonathan Johnson, U. of Arkansas
Social Ties and Well Being: Comparing Positive and Negative Social Interactions Within Police Teams, Michelle K. Duffy, U. of Kentucky; Daniel C. Ganster, U. of Arkansas; Milan Pagon, U. of Ljubljana
Negative Network Relations: Conceptual Clarification and Theoretical Development, Raymond T. Sparrowe, Cleveland State U.; Robert C. Liden, U. of Illinois, Chicago
   Discussants: Daniel J. Brass, Pennsylvania State U.; Michele Williams, U. of Michigan

254. JS:(GDO, HR, MC) Frisky Business: Issues and Consequences of Workplace Romance
   • 8:30-10:20 Royal York: Territories

Wednesday 8:30AM
Organizational Forms

Late 20th Century: The Presidents Speak

Discussant: Jeffrey A. Miles, U. of the Pacific

Chairs: Jeffrey A. Miles, U. of the Pacific; Peg Thoms, Pennsylvania State U., Erie

Delights and Dangers of Office Romances, Jeffrey A. Miles, U. of the Pacific

Researching a Touchy Subject, Peg Thoms, Pennsylvania State U., Erie

Legal Consequences for Employees and for Organizations, Lawrence C. Levine, U. of the Pacific

Consulting Perspectives: Helping Organizations Manage Workplace Relationships, Anthony J. Kulisch, Kulisch & Koller Consulting, LLC

Discussant: Jeffrey A. Miles, U. of the Pacific

Wednesday 10:40AM

255. JS:(IM, MED, OMT) Management Milestones of the Late 20th Century: The Presidents Speak

- 10:40- 12:00 Royal York: Territories

Chairs: Jane Whitney Gibson, Nova Southeastern U.; Richard M. Hodgetts, Florida International U.

Management Milestones for the Sixties, Paul J. Gordon, Indiana U.

Management Milestones in the 1970s, Lyman W. Porter, U. of California

Management Milestones - The 1980s, Arthur G. Bedeian, Louisiana State U.

Reflecting on the 1990s, Richard T. Mowday, U. of Oregon


- 10:40- 12:00 Hilton: McDonald

Chair: Joseph Edward Champoux, U. of New Mexico

Using Cinema to Teach Organizational Behavior Concepts, David L. Luechauer, Butler U.

A Diagnostic Approach to Film Usage in Management Education, Glen E. Kreiner, Arizona State U.

The "Art of Human Resource Management": Through the Lens of Fiction and Film, Nick Nisley, Antioch U.

The Pleasures and Perils of Reel Learning: A Junior Faculty Perspective, Susan Stites-Doe, State U. of New York, Brockport; Rajandini Pillai, California State U., San Marcos

Discussant: William Paul Ferris, Western New England College

257. JS:(TIM, BPS) Modularity in Processes, Products, and Organizational Forms

- 10:40- 12:00 Sheraton Centre: Conference Room D&E

Chair: Melissa A. Schilling, Boston U.

Product and Process Architectures in the Management of Knowledge Resources, Ron Sanchez, International Institute for Management Development (IMD)

Technological Structure, Organizational Structure, and Appropriating the Returns from Research, Henry W. Chesbrough, Harvard U.; Clayton M. Christensen, Harvard U.

Modular Organizational Forms: A Causal Model, Melissa A. Schilling, Boston U.

258. JS:(GDO, OMT) The Staying Power of Status Hierarchies and Their Effects in Organizations

- 10:40- 12:00 Royal York: Alberta

Chairs: Jennifer L. Berdahl, U. of California, Berkeley; Sandra Elizabeth Spataro, U. of California, Berkeley

Is Higher Status Always Better?: The Role of Status Level and Status Disparity in Individual Effectiveness, Sandra Elizabeth Spataro, U. of California, Berkeley

Psychological Responses to Status Differences between Groups: A System Justification Perspective, John T. Jost, Stanford U.


Uncertainty and Social Order: The Role of Status in Group Effectiveness, David A. Owens, Vanderbilt U.

Emotional Ambivalence in High Status Women: Gender, Power and Emotions, Christina T. Fong, Stanford U.; Larissa Z. Tiedens, Stanford U.

Wednesday 12:20PM

259. JS:(IM, OMT) Applying Institutional Theory in International Contexts

- 10:40- 12:00 Sheraton Centre: Dominion Ballroom N

Chair: John Mezias, U. of Miami

Institutional Profiles: A New Approach to Conceptualizing and Measuring Country Effects, Tatiana Kostova, U. of South Carolina

INGO* at the Olympic Apex: International Olympic Committee as Carrier of World Culture for UPS, Lauren Rauscher, Emory U.; Mary Ann Glynn, Emory U.

Institutional Stability and Organizational Reputation: The Impact for Firms Traded on the Warsaw Stock Exchange, Stephen S. Standiford, Western Washington U.

Assessing Legal Liabilities of Foreign Acquisitions in the U.S., John Mezias, U. of Miami

Discussants: Paul M. Hirsch, Northwestern U.; Tina Dacin, Texas A&M U.


- 12:20- 2:10 Sheraton Centre: Dominion Ballroom N

Chairs: Mike W. Peng, Ohio State U.; Igor Filatotchev, U. of London

EU Enlargement, Transition Economies and Foreign Direct Investment, Saul Estrin, London Business School; Alan Bevan, London Business School

Markets as Politics: The Evolution of Mergers and Acquisitions in China, Mike W. Peng, Ohio State U.; Yuan Lu, Chinese U. of Hong Kong; Yizheng Shi, Hong Kong Baptist U.

The Role of Internal versus External Capital Markets on the Value of Spinoffs during Privatization: Evidence from the Czech Republic, Mora V. Makhija, Ohio State U.

Adapt and Die? Performance Outcomes of the (Former) State-Owned Enterprises' Strategies, Olga Suhomlinova, U. of Nottingham

Presenter: John Child, Cambridge U./Hong Kong U.

Discussant: Oded Shenkar, Ohio State U./Tel-Aviv U.

261. JS:(GDO, CAR) Women, Dual Careerists, Copreneurs and Entrepreneurs: Careers, Transitions, Negotiating Strategies and Growth

- 12:20- 2:10 Hilton: McDonald

Chair: Marianne Jelinek, NSF

Organizer: Dorothy Perrin Moore, The Citadel

Women's Careers: Directions and Strategies for a New Age, Sherry E. Sullivan, Bowling Green State U.; Lisa A. Mainiero, Fairfield U.

Women's Negotiation Strategies for Evolving Entrepreneurial Careers, Jamie L. Moore, Chase Manhattan Bank; Dorothy Perrin Moore, The Citadel
Entrepreneurial Couples: How Women Entrepreneurs Bring Family Values to the Workplace, Kathy Marshack, Family Business Consultant

The Digital Renaissance--Success Compression and Other Lessons from the World's Great Entrepreneurs, John P. Gardner, Jr., Gardner Alliances
Discussant: Mariann Jelinek, NSF

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<th>262. JS: (ODC, OB, OMT) Conversations in Advancing Research on Organizational Change</th>
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<td><strong>•</strong> 12:20-2:10 Royal York: Ontario</td>
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Join a group of change researchers in a conversation about theoretical perspectives and empirical methodologies for exploring particular change phenomena. |

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<th>263. JS: (HR, BPS) Compensation Design: New Directions for the New Times</th>
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<td><strong>•</strong> 12:20-2:10 Sheraton Centre: Conference Room D&amp;E</td>
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**Organizer:** Vikas Anand, U. of Arkansas |
**Towards a More Useful Conceptualization of International Compensation,** Matthew C. Bloom, U. of Notre Dame; George T. Milkovich, Cornell U.; Atul Mitra, Lyon College |
**Compensation and Knowledge Sharing: Knowledge Management for the New Economy,** Kathryn M. Bartol, U. of Maryland, College Park; Abhishek Srivastava, U. of Maryland, College Park |
**CEO Compensation and Risk Taking Within a High Tech Context,** Martin Larraza-Kintana, U. Publica de Navarra |

**Discussant:** Luis R. Gomez-Mejia, Arizona State U./Iberoamerican Academy of Management

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<th>264. JS: (BPS, OMT) &quot;Flying in Formation&quot; or &quot;Collision Course&quot;?: Alternative Perspectives on Competition in the Context of the Airline Industry</th>
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**Chair:** Diana L. Day, Rutgers U., Camden |
**Resources Versus Rivalry in the U.S. Airline Industry,** Richard Makadok, Emory U.; Lacy Glenn Thomas, Emory U. |
**How Does Performance Matter? The Impact of Multi-Level Performance Framing on Competitive Activity,** Eui Jeong, Texas A&M U.; Javier Gimeno, INSEAD |
**Discussants:** Hayagreeva Rao, Emory U.; Ken G. Smith, U. of Maryland

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<th>265. JS: (OMT, TIM, MOC) Lessons from Y2K -- Transforming Worldwide Path Dependence through Elements of: Smart Global Change Management, Myth and Ceremony, and Good Luck</th>
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**Y2K and the Failure of Organizational Sensemaking,** Deborah J. Dougherty, Rutgers U. |
**Y2K Bug and the Failure of Organizational Sensemaking,** Deborah J. Dougherty, Rutgers U. |
**Accounting for the "Y2K Bug": Explanations from Organization Theory,** Paul M. Hirsch, Northwestern U. |
**The Institutions of Representing Time and the Technological Imperative,** Huseyin Leblebici, U. of Illinois |
**The Strange Bug that Didn't Bite,** Alan D. Meyer, U. of Oregon |
**Discussant:** Karl E. Weick, U. of Michigan
<table>
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<tr>
<th>Start</th>
<th>Program</th>
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<tbody>
<tr>
<td>Monday</td>
<td><strong>8:30AM</strong></td>
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<tr>
<td>266. Paper Session: <strong>Predicting with Personality</strong></td>
<td>8:30-10:20 Royal York: New Brunswick</td>
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<tr>
<td>OB:</td>
<td>Tell Me With Whom You Walk</td>
<td>Steven R. Lovett, SDSU-Imperial Valley Campus; J. C. Wofford, U. of Texas, Arlington</td>
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<tr>
<td>HR:</td>
<td>Exploring Relations Between Typical and Maximum Performance Ratings and the Five Factor Model</td>
<td>Robert E. Ployhart, U. of Maryland; Kim-Yin Chan, Applied Behavioral Sciences Department, Ministry of Defense, Singapore; Beng-Chong Lim, Applied Behavioral Sciences Department, Ministry of Defense, Singapore</td>
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<tr>
<td>CAR:</td>
<td>Protege Personality as a Predictor of Mentoring Experience</td>
<td>Ellen Fagenson-Eland, George Mason U.; Gayle M. Baugh, U. of West Florida</td>
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<tr>
<td>267. Paper Session: <strong>Diversity and Identity in Teams</strong></td>
<td>8:30-10:20 Sheraton Centre: Windsor West</td>
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<tr>
<td>GDO:</td>
<td>Culturally Heterogeneous Workgroups: The Effects of Leader Behaviors and Attitudes on Conflict and its Relationship to Task and Social Outcomes</td>
<td>Olueremi Bolanle Ayoko, U. of Queensland, Australia; Charmine E. J. Hartel, U. of Queensland, Australia</td>
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<tr>
<td>Tuesday</td>
<td><strong>8:30AM</strong></td>
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<tr>
<td>268. Paper Session: <strong>The Power of Time</strong></td>
<td>8:30-10:20 Sheraton Centre: Windsor East</td>
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<td>Facilitator: Carolina B. Gomez, Towson U.</td>
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<td>OCIS:</td>
<td>Time for Reflection: An Exploration of the Time Basis of Media Richness Theory</td>
<td>Nicole R. D. Hagerty, U. of Western Ontario; Scott Schneberger, U. of Western Ontario; Peter Carr, Athabasca U.</td>
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<tr>
<td>269. Paper Session: <strong>Outsourcing and Human Resources Management</strong></td>
<td>8:30-10:20 Royal York: Saskatchewan</td>
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<td>Facilitator: David B. Balkin, U. of Colorado, Boulder</td>
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**Paper Session: When Organizations are Perceived as Supportive**

- **ENT:** Environmental Dynamism and Managerial Risk: Aversion as Antecedents of Manufacturing Outsourcing: The Moderating Effects of Firm Age, K Matthew Gilley, Oklahoma State U.; Jeffrey E. McGee, U. of Texas, Arlington; Abdul A. Rasheed, U. of Texas, Arlington

- **ENT:** Determinants of Satisfaction with Professional Employer Organizations in Small and Medium Enterprises, Brian S. Klaas, U. of South Carolina; John McClendon, Temple U.; Thomas W. Gainey, State U. of West Georgia

- **ENT:** Social Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment, Maria Kraimer, Cleveland State U.; Sandy J. Wayne, U. of Illinois, Chicago; Renata Jaworski, U. of Illinois, Chicago

- **ENT:** The Role of Organizational Commitment and Perceived Organizational Support in Defining Perceptions of the Quality of Organizational Communications Media, Dennis R. Self, Auburn U.; William S. Schaninger, Auburn U.; Achilles A. Armenakis, Auburn U.

- **HR:** Layoff Practices, Perceived Organizational Support, Employee Commitment, and Intention to Quit: The Role of Contingent Workers, James W. Bishop, U. of Tampa; Michael G. Goldsby, U. of Southern Indiana

**Paper Session: Succeeding in Uncertain Environments**

- **ENTS:** Environmental Scanning and Strategic Issue Diagnosis: An Empirical Study, Bard Kuvaas, Norwegian School of Management; Kjell Granhaug, Norwegian School of Economics and Business Administration

- **OMT:** Tailoring Management Tactics To Situational Requirements, Kathleen M. Sutcliffe, U. of Michigan; Ingrid Morris, Duke U.; Sim B. Sitkin, Duke U.; David Obstfeld, U. of Michigan; Larry D. Browning, U. of Texas, Austin

- **ENT:** Owner Perceptions and Scanning of Entrepreneurial Environments in the U.S. and India, Wayne H. Stewart, Jr., Clemson U.; Ruth C. May, U. of Dallas; Arvind Kalia, U. of Rajasthan

- **MOC:** Organizational Scanning and Strategic Issue Diagnosis: An Empirical Study, Bard Kuvaas, Norwegian School of Management; Kjell Granhaug, Norwegian School of Economics and Business Administration

- **ONE:** Regulatory Uncertainty and Managerial Influence: An Empirical Examination of Response Mechanisms to Evolving Regulations, Bruce Clemens, James Madison U.; Charles E. Bamford, Texas Christian U.

**Paper Session: When do Ethics and Integrity Matter?**

- **ENT:** Entrepreneurship and Ethics: A Multi-level Analysis, Marshall J. Schminke, U. of Central Florida; Maureen L. Ambrose, U. of Central Florida


- **HCM:** Ethics Programs and Organizational Integrity: The Mediating Effects of Ethics Orientation, Jose Proenza, Widener U.

**Monday 2:30PM**

- **Paper Session: Perceiving Justice**
  - **ENT:** When Organizations are Perceived as Supportive, Gary Stark, U. of Minnesota, Duluth
  - **CAR:** A Strategic Approach to "Fair" Employee Benefits: Fitting Benefits to Hiring Climate and Employee Life-stages, Kimberly Merriman, Temple U.; Deanna Geddes, Temple U.
  - **HR:** Americans and Canadians are More Different than You Might Expect: Reactions to the Implementation of a Drug and Alcohol Testing Program, Gerard H. Seijts, U. of Manitoba; Daniel P. Skarlicki, U. of British Columbia; Stephen W. Gilliland, U. of Arizona

- **Paper Session: Advancing Our Understanding of Culture: Mobility, Schemas and Similarity**
  - **CM:** Distributive Justice in International Joint Ventures: A Study of Chinese Employees, Jaepil Choi, Rutgers U.; Shu-Cheng Chi, National Taiwan U.; Chao C. Chen, Rutgers U.; Shu-Cheng Chi, National Taiwan U.; Jaepil Choi, Rutgers U.

- **Paper Session: Silence and Discourse**
  - **ENT:** When do Ethics and Integrity Matter?, Kristi M. Lewis, California School of Professional Psychology
  - **ENT:** Entrepreneurship and Ethics: A Multi-level Analysis, Marshall J. Schminke, U. of Central Florida; Maureen L. Ambrose, U. of Central Florida
  - **HCM:** Ethics Programs and Organizational Integrity: The Mediating Effects of Ethics Orientation, Jose Proenza, Widener U.
  - **OB:** Hallmarks and Consequences of Integrity in Organizations: The Employees' Perspective, Thomas E. Becker, U. of Delaware

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  - **OB:** Hallmarks and Consequences of Integrity in Organizations: The Employees' Perspective, Thomas E. Becker, U. of Delaware
Monday 4:10PM

276. Paper Session: Why Work-Family Conflict?
• 4:10- 5:30 Sheraton Centre: Windsor West
Facilitator: Douglas R. May, U. of Nebraska, Lincoln

OB: Multiple Roles: The Scarcity and Expansion Models
Applied to Work-Family Conflict and Organizational Outcomes.
Jacqueline Power, Carleton U.; Linda Duxbury, Carleton U.;
Christopher Higgins, U. of Western Ontario

GDO: Employed Mothers and the Work-Family Interface:
Does Family Type Matter?, Karen Korabik, U. of Guelph;
Kelly McManus, U. of Guelph; Hazel M. Rosin, York U.

OB: Time-based Work-Family Conflict as a Mediator of the Work Stress - Mental Health Relationship: An Explanatory Study of Spanish Managers.,
Steven A.Y. Poelmans, IESE, U. of Navarra, Spain.;
Nuria Chinchilla, IESE, U. of Navarra, Spain.;
Pablo Cardona, IESE, U. of Navarra, Spain.;
Gary L. Cooper, U. of Manchester; Paul E. Spector, U. of South Florida

277. Paper Session: Leadership: History, Culture and Information
• 4:10- 5:30 Royal York: New Brunswick
Facilitator: Katherine Xin, Hong Kong U. of Science and Technology

IM: Transformational Leadership: The Evolution Through Historical Management Thought.
John H. Humphreys, Farm Credit Services Of Mid-America; Walter O. Einstein, U. of Massachusetts, Dartmouth

OB: A Cultural Analysis of the Effectiveness of Transformational Leadership, Katherine Xin, Hong Kong U. of Science and Technology; Gretchen Spreitzer, U. of Southern California; Kimberly Hopkins, U. of Southern California

MOC: A "Real-World" Test of the Information-Processing Approach to Leadership: Implicit Leadership Theories (ILTs), Leader-Member Exchanges (LMX) and Employee Outcomes.
Olga Epitropaki, U. of Sheffield, UK

IM: Searching for the Etic in Leadership: A Study of Canadian and Taiwanese Executives.
Mansour Javidan, U. of Calgary; Dale Carl, U. of Calgary

278. Paper Session: Revolutionary and Continuous Change
• 4:10- 5:30 Sheraton Centre: Windsor East
Facilitator: Ian M. Taplin, Wake Forest U.

HR: Development and Validation of Measures of Organizational Support and Non-Support for Revolutionary Organizational Change.
Leslie Szamosi, City Liberal Studies; Linda Duxbury, Carleton U.

ONE: The Strategic Role of Legitimacy in the Introduction of Post Consumer Recycled Materials: Building Theory From Case Study.
Mark Phillip Sharfman, U. of Oklahoma; Thomas Sigerstad, U. of Oklahoma; Rex Ellington, U. of Oklahoma; Mark Meo, U. of Oklahoma

ODC: Toward a Process Model of Strategic Change in Multinational Enterprises.
Graeme Martin, U. of Abertay Dundee

OCIS: A Systemic View of Continual Change.
Kevin Gallagher, Case Western Reserve U.; Betty Vardenbosch, Case Western Reserve U.

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Tuesday 10:30AM

279. Paper Session: Does Ownership Make a Difference?
• 10:30- 11:50 Royal York: New Brunswick
Facilitator: Steven M. Sommer, U. of Nebraska

Ming Zeng, INSEAD; Xiao-Ping Chen, U. of Washington

BPS: Strategic Groups and Alliance Formation in the Global Communications Equipment Manufacturing Industry.
Joseph P. McGill, Rutgers U.; Seung Ho Park, Rutgers U.

IM: Longevity of Strategic Alliances Between Competitors: A Dynamic Value Creation Approach.
Africa Arino, IESE, U. of Navarra, Spain.; Esteban Garcia-Canal, U. of Oviedo; Ana Valdés, U. of Oviedo

CM: Social Motives and Culture: Implications for Distributive Outcomes in Negotiations.
Shirli Kopelman, Northwestern U.

• 10:30- 11:50 Royal York: Saskatchewan
Facilitator: Paul M. Oik, U. of Denver

Stefan Jonsson, Stockholm School of Economics

Dirk Matten, European Business Management School

Benoit Demi, U. de lille 1 - iaes; Bernard LeCa, U. de lille 1 - essec; Philippe Naccache, U. de lille 1 - essec

282. Paper Session: Husbands and Wives
• 10:30- 11:50 Sheraton Centre: Windsor West
Facilitator: Maura Belliveau, Duke U.
Shared Interest Track

GDO: Determinants of Social Support Provided by Women and Men in Dual-Earner Relationships, Yasmin S. Purohit, Saint Joseph's U.


OB: An Examination of Crossover and Spillover Effects of Spouse and Expatriate Adjustment on Expatriate Outcomes, Seokhwa Yun, U. of Maryland, College Park; Riki Takeuchi, U. of Maryland, College Park; Paul E. Tesluk, U. of Maryland

ENT: Entrepreneurship in Small ‘Copreneurial’ Businesses: Motives, Decisions, and Roles, Catherine Ruth Smith, U. of Newcastle, Australia

283. Paper Session: Facilitating Organizational Learning
   • 10:30-11:50 Sheraton Centre: Windsor East
     Facilitator: Imre Branyiczki, Budapest U. of Economic Sciences/Takarek Bank
   OB: Learning Strategies, Innovation and Work Design, David John Holman, U. of Sheffield, UK; Olga Epitropaki, U. of Sheffield, UK; Sue Fernie, London School of Economics
     Published in Conference Proceedings
   BPS: Learning by Doing Something Else: The Impact of Task Variation on Organizational Learning Curves, Melissa A. Schilling, Boston U.; Alexandre Marangoni, Boston U.; Patricia Gonçalves Vidal, Boston U.; Mahesh Raman, Boston U.
     Published in Conference Proceedings
   ODC: Organizational Learning in the Context of Strategic Reorientation, Rune Lines, Norwegian School of Economics and Business Administration; Erik Doving, SNF; Svein T. Johansen, Norwegian School of Economics and Business Administration

284. Paper Session: Legitimating Ambivalence and Ambiguity
   • 2:00-3:20 Royal York: New Brunswick
     Facilitator: Ha Hoang, Case Western Reserve U.
   BPS: Interpretative Performance and the Management of Legitimacy in Understructured Environments, Rajesh Kumar, The Aarhus School of Business; V. Ranganathan, Indian Institute of Management, Bangalore, India
   OB: A Qualitative Study of Organizational Roles in High Tech Start-up Firms, Laurie L. Levesque, Carnegie Mellon U.

285. Paper Session: Effects of Electronic Media on Strategy and Individuals
   • 2:00-3:20 Sheraton Centre: Windsor West
     Facilitator: Kevin Kobelsky, U. of Southern California

BPS: Competitive Response to Technology-Driven Change: The Recording Industry and Internet Music Distribution, Robert F. Easley, U. of Notre Dame; John G. Michel, U. of Notre Dame

MOC: Trading Rooms as Interpretive Systems, Daniel Beunza, New York U.


OCIS: Mediated Knowledge Transfer in Organizations: Does Your Reputation Precede You?, Stephanie Watts Sussman, Case Western Reserve U.; Wendy Schneier Siegal, Boston U.

286. Paper Session: Hazards of Political Power
   • 2:00-3:20 Sheraton Centre: Windsor East
     Facilitator: Tarun Khanna, Harvard U.
   BPS: Organizational, Imitative and Network Learning about Political Hazards: The Experience of Japanese Multinational Corporations 1990-97, Witold Jerzy Henisz, U. of Pennsylvania; Andrew Delios, Hong Kong U. of Science and Technology
   ENT: An Institutional Entrepreneurship Framework of Private Firms in the People's Republic of China, David Ahnstrom, Chinese U. of Hong Kong; Garry Don Bruton, Texas Christian U.

Tuesday 3:40PM

287. Paper Session: Extending the Psychological Contract
   • 3:40-5:20 Royal York: Saskatchewan
     Facilitator: Angela Tripoli, U. College, Dublin
     Published in Conference Proceedings

288. Paper Session: Inventiveness and Innovation
   • 3:40-5:20 Royal York: New Brunswick
     Facilitator: Patricia G. Martinez, U. of California, Irvine
   ENT: Inventiveness of Founding Technology Resources: Implications for the Strategic Actions of New Firms, Donna J. Kelley, Babson College; Mark P. Rice, Rensselaer Polytechnic Institute
   BPS: Organizing for Innovation in Large Firms, Julian M. Birkinshaw, London Business School; Carl Fey, Stockholm School of Economics

Legend: ☯= theme, ☑= teaching, ☐= management practice, ☘=international, Other abbreviations p. A38 - 39
PNP: The Social Functions of Public Management Innovation: Innovation, Reform and Governance in Latin America, Sonia Ospina, New York U.

HR: Innovation as a Trigger for Corporate Renewal? The Contribution of HR, Veronica Hope Hailey, Cranfield School of Management

Wednesday 8:30AM

289. Paper Session: Promoting Women
- 8:30- 10:20 Royal York: New Brunswick
Facilitator: Hugh Scullion, U. of Nottingham

GDO: HRM Practices, Promotion of Women in Management, and Organizational Effectiveness, Yehuda Baruch, U. of East Anglia, UK; Gedaliahu H. Harel, Technion-Israel Institute of Technology; Shay Shamuel Tzvirir, Technion-Israel Institute of Technology

CAR: Gender Differences in Explanations for Relocating or Changing Organizations for Advancement, Phyllis Tharenou, Monash U.

Published in Conference Proceedings


290. Paper Session: Shared Cognition and Sensemaking
- 8:30- 10:20 Royal York: Saskatchewan
Facilitator: Diane Liang Rulke, U. of London

MOC: Sensemaking into Stable Quasi-Companies: Enabling Reality with Analysts' Valuation Models, Peter B. Hägglund, Stockholm School of Economics
Winner of MOC Division Best Paper Award
Published in Conference Proceedings

GDC: Explaining Change to the Market: A Model for External Sensemaking and Sensegiving, Mikelle A. Calhoun, New York U.

HP: Cognitive Maps of Appraisal System Effectiveness in Hong Kong: A Comparison Between Human Resources and the Line, Robert Phillip Wright, U. of Hong Kong; Simon Lam, U. of Hong Kong; Gilbert Y. Y. Wong, Poon Kam Kai Institute of Management


291. Paper Session: Interorganizational Networks
- 8:30- 10:20 Sheraton Centre: Windsor West
Facilitator: Bill McEvily, Carnegie Mellon U.


HR: Leadership Effectiveness of Local Union Presidents, Tove Helland Hammer, Cornell U.; David L. Wazeter, Pennsylvania State Education Association, Harrisburg, Pennsylvania; Mahmut Bayazit, Cornell U.


ENT: The Affordable-Resources Strategy and the Milieux-Embeddedness Strategy as Alternative Approaches to Growth for Entrepreneurial Firms in the Biotechnology Industry, Kelvin Wayne Willoughby, State U. of New York, Stony Brook


BPS: The Creation of Adaptive Efficiency: The Interplay of Physical, Human, Social, and Intellectual Capital, Ken G. Smith, U. of Maryland; Christopher Collins, U. of Maryland; Kevin Clark, Bentley College; Cynthia Kay Stevens, U. of Maryland

BPS: Social Capital Among Corporate Upper-Echelons and Its Impact on Executive Promotion, Yangmin Kim, Texas A&M U.


Wednesday 10:40AM

292. Paper Session: The Value of Social Capital
- 8:30- 10:20 Sheraton Centre: Windsor East
Facilitator: Daniel McAllister, Georgetown U.


BPS: The Creation of Adaptive Efficiency: The Interplay of Physical, Human, Social, and Intellectual Capital, Ken G. Smith, U. of Maryland; Christopher Collins, U. of Maryland; Kevin Clark, Bentley College; Cynthia Kay Stevens, U. of Maryland

BPS: Social Capital Among Corporate Upper-Echelons and Its Impact on Executive Promotion, Yangmin Kim, Texas A&M U.

293. Paper Session: Knowledge: Flows and Absorption
- 10:40- 12:00 Royal York: New Brunswick
Facilitator: Ray Reagans, Carnegie Mellon U.

OMT: Intrafirm Knowledge Transfer: A Review and Assessment of Current Research, Laura Werber Castaneda, Stanford U.


MOC: Focusing on the Forest When You Can't See all the Trees: The Importance of Cognitive Aggregated Structures (CAS) in New Organizational Forms, Fabio Fonti, U. of Illinois, Urbana-Champaign; Robert Whitbread, Texas Tech U.; Noshir Contractor, U. of Illinois, Urbana-Champaign

BPS: The Dissemination of Knowledge in an Organization: An Assessment of Knowledge Transfer and Integration, Leyland M. Lucas, Rutgers U.; dt ogilvie, Rutgers U.

294. Paper Session: Mapping Archetypes and Cognitions
- 10:40- 12:00 Royal York: Saskatchewan
Facilitator: Marcia Frideger, Holy Names College


CM: Stability and Change in Negotiators' Mental Maps, Mara Olekalns, U. of Melbourne; Philip Smith, U. of Melbourne

BPS: Environmental Instability, Differentiated Inter-Organizational Imitation, and Its Consequences, Charles Baden-Fuller, City U., London


295. Paper Session: Types of Efficacy and their Effects
- 10:40- 12:00 Sheraton Centre: Windsor West
Facilitator: Lynn M. Shore, Georgia State U.

OMT: Organizational Persistence or Change in the Face of Adversity: A Contingency Theory Based on Efficacy Perceptions, Glen Whyte, U. of Toronto; Werner Auer-Rizzi, Institute for International Management Studies, Johannes Kepler U. of Linz

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
OB: The Effect of Leadership, Team OCB, and Collective Efficacy on Team Performance, Seokhwa Yun, U. of Maryland, College Park; Craig L. Pearce, U. of North Carolina, Charlotte; Henry P. Sims, U. of Maryland

GDO: Group Efficacy and Outcomes: Moderating Role of Gender Diversity, Cynthia Lee, Northeastern U.; Jiing-Lih Larry Farh, Hong Kong U. of Science and Technology

CAR: Comparing Accessible Reasons to Control Beliefs and Attribute Importance: Identifying Important Factors Underlying Job Search Self-efficacy and Intention, James D. Westaby, Columbia U.; Kenneth Braithwaite, Columbia U.; Barbara Feinberg, Columbia U.

Paper Session: Identification and Identity
- 10:40- 12:00 Sheraton Centre: Windsor East
Facilitator: Christopher D. Zatzick, U. of California, Irvine

CAR: Examining the Subtleties of Intra-role Job Change Over Time: Perceptions of Disidentification, Leisa D. Sargent, Queensland U. of Technology

OB: From Organizational Culture to Identification: Integrating Complementary Constructs, Michelle C. Bligh, State U. of New York, Buffalo; James R. Meindl, State U. of New York, Buffalo; Mary Jo Hatch, U. of Virginia

MOC: Effects of Mergers and Acquisitions on Employee Attitudes and Behaviors: A Socio-cognitive Model, Shung Jae Shin, Texas A&M U.

GDO: The Effects of Social Identity and Material Self-Interest on Attitudes Toward Affirmative Action Programs for Women, Alison M. Konrad, Temple U.; Linley C. Hartmann, U. of South Australia

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# Interactive Papers and Caucuses

**Program Chair:** Joan L. Weiner, Drexel U.
**Caucuses Chair:** E. James Flynn, Wake Forest U.

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<td>12:20pm</td>
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<tr>
<td>12:30pm</td>
<td>P: Trust, Mergers &amp; Acquisitions • RY:Canadian 1</td>
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<tr>
<td>12:45pm</td>
<td>P: Views: Strategy &amp; Competition • RY:Canadian 3</td>
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<td>P: Diverse Views of Corp. Strategy • RY:Canadian 4</td>
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<td>1:15pm</td>
<td>P: Business-Level Strategy • RY:Canadian 15</td>
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<td>1:30pm</td>
<td>P: Japanese Firm Strategies • RY:Canadian 5</td>
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<td>1:45pm</td>
<td>P: Expatriates and Locals • RY:Canadian 6</td>
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<td>2:00pm</td>
<td>P: Cooperative Arrangements • RY:Canadian 14</td>
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<td>2:15pm</td>
<td>P: Macro Perspectives • RY:Canadian 8</td>
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<td>2:30pm</td>
<td>P: Issues of Entry • RY:Canadian 9</td>
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<td>P: Negotiator Cognition &amp; Behavior • RY:Canadian 2</td>
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<td>3:00pm</td>
<td>P: Management Theories Over Time • RY:Canadian 10</td>
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<td>3:15pm</td>
<td>P: Evolving through Crises • RY:Canadian 11</td>
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<td>3:30pm</td>
<td>P: Cognition and its Effects • RY:Canadian 12</td>
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<td>P: Stakeholders &amp; the Natural Env. • RY:Canadian 13</td>
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<td>4:00pm</td>
<td>P: The Effect of HRM on MNCs • RY:Canadian 7</td>
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<td><strong>Tuesday</strong></td>
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<td>2:30pm</td>
<td>P: The Affective Side of Learning • RY:Canadian 1</td>
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<td>P: Today's Careers • RY:Canadian 2</td>
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<td>P: Fairness, Trust, Coop., Compet. • RY:Canadian 4</td>
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<td>P: Importance of Gender Effects • RY:Canadian 5</td>
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<td>P: Compensation and Gainsharing • RY:Canadian 6</td>
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<td>P: Appraisal &amp; Feedback • RY:Canadian 7</td>
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<td>4:00pm</td>
<td>P: Change Management Issues • RY:Canadian 8</td>
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<td>4:15pm</td>
<td>P: Dynamics in Managing Change • RY:Canadian 9</td>
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<tr>
<td>6:30pm</td>
<td>P: Meditation and Management • RY:Canadian 1</td>
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<tr>
<td>6:45pm</td>
<td>P: Research Methods in MSR • RY:Canadian 2</td>
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<td>7:00pm</td>
<td>P: East Asian Religions and Management • RY:Canadian 3</td>
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<td>P: The Role of Religion in Business Ethics • RY:Canadian 4</td>
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<td>P: Rights of Shareholders • RY:Canadian 5</td>
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<td>P: Workspace Design • RY:Canadian 13</td>
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<td>P: Business Ethics • RY:Canadian 15</td>
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<td>P: Spirituality in Decision-Making • RY:Canadian 16</td>
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<td>P: Innovation Cognition • RY:Canadian 17</td>
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<td>P: Integration &amp; Interdependencies • RY:Canadian 5</td>
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<td>P: Cognition, Values &amp; Dec. Making • RY:Canadian 2</td>
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<td>10:30am</td>
<td>P: Perspectives in SIM Research • RY:Canadian 1</td>
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<td>P: Theory and Models • RY:Canadian 2</td>
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<td>P: Groups • RY:Canadian 3</td>
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<td>P: New Product Development • RY:Canadian 4</td>
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<td>P: Mgmt Develp. &amp; Curric. Innovations • RY:Canadian 6</td>
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<td>P: Mentoring and Moving • RY:Canadian 7</td>
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<td>P: Minority &amp; Majority Employees • RY:Canadian 8</td>
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<td>P: Influence in Health Care Org. • RY:Canadian 9</td>
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<td>P: Approaches to Strategic Change • RY:Canadian 10</td>
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<td>P: Consulting Effectiveness • RY:Canadian 12</td>
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<td>P: Strategic Change, Learning &amp; Context • RY:Canadian 8</td>
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<td>P: Div. Perspectives-Firm Growth • RY:Canadian 1</td>
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<td>P: Selection and Recruitment • RY:Canadian 3</td>
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<td>P: Lessons on Leadership • RY:Canadian 9</td>
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<td>P: Where We've Been - Where We're Going • RY:Canadian 10</td>
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<td>P: Building Theory • RY:Canadian 12</td>
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<td>BPS: Cross Cultural OB • RY:Canadian 1</td>
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<td>BPS: Motivation • RY:Canadian 2</td>
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<td>BPS: Relationships • RY:Canadian 3</td>
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<td>BPS: Decision Making Systems • RY:Canadian 4</td>
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<td>BPS: Individual Attitudes • RY:Canadian 6</td>
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<td>BPS: Public and NonProfit Strategic Perspectives • RY:Canadian 7</td>
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<td>BPS: Organizing for Innovation • RY:Canadian 1</td>
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<td>BPS: Conversations in TIM • RY:Canadian 2</td>
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<td>BPS: Health Related Issues • RY:Canadian 3</td>
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<td>BPS: Voice • RY:Canadian 4</td>
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<td>BPS: Current Theoretical Trends in OCIS • RY:Canadian 5</td>
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<td>BPS: New Empirical Directions in OCIS • RY:Canadian 6</td>
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<td>BPS: Internet &amp; Comparative Perspectives • RY:Canadian 7</td>
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<td>BPS: Perspectives on Discrimination • RY:Canadian 8</td>
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<td>BPS: New Direction in HC Research • RY:Canadian 9</td>
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<td>BPS: Exploring Consulting Concepts • RY:Canadian 10</td>
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<td>BPS: Cognitive Foundations of D.M. • RY:Canadian 11</td>
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<td>BPS: Strategies &amp; Tools - Env. Mgt. • RY:Canadian 12</td>
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<td>BPS: Complexity, Change &amp; Vision • RY:Canadian 1</td>
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<td>BPS: Entrepreneurs’ Behavior • RY:Canadian 2</td>
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<td>BPS: Conflict, Culture &amp; Gender • RY:Canadian 3</td>
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<td>BPS: Brain Drain, AIDS &amp; Org. Outcomes • RY:Canadian 4</td>
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<td>BPS: Perceptions &amp; Their Implications • RY:Canadian 5</td>
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<td>BPS: Research Methods - Details • RY:Canadian 6</td>
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<td>2:45pm</td>
<td>BPS: An Organizational Entrainment Model: The Pace and Phase of Cyclical Time in Strategic Management, Liliana Maritza Perez, U. of Memphis; Ben L. Kedia, U. of Memphis</td>
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<td>3:00pm</td>
<td>BPS: Diverse Views of Corporate Strategy • RY:Canadian 4</td>
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<td>3:30pm</td>
<td>BPS: The Strategy-Performance Relationship: Time the Complementary Dimension, Peter S. Davis, U. of Memphis; Clay Dibrell, Oregon State U.; Brian D. Janz, U. of Memphis</td>
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<td>3:30pm</td>
<td>BPS: A Resource-Based Perspective of Growth Via Acquisition, Michael L. Pettus, Millikin U.</td>
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<td>3:30pm</td>
<td>BPS: Revisiting Vertical Scope: Capabilities, Integration and Profitability in the Mortgage Banking Industry, Michael G. Jacobides, U. of Pennsylvania/London Business School</td>
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<td>3:30pm</td>
<td>BPS: The Effects of Refocusing, Size, Slack, and Munificence on Post-bankruptcy Performance, David Dawley, Florida State U.; James J. Hoffman, Texas Tech U. Published in Conference Proceedings</td>
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<td>4:00pm</td>
<td>BPS: Business-Level Strategy • RY:Canadian 15</td>
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<td>4:40pm</td>
<td>BPS: Better Late Than Never: A Study of Late Entrants in Household Electrical Equipment, Jamal Shamsie, U. of California, Los Angeles; Corey Phelps, New York U.; Jerome Kuperman, Moorhead State U.</td>
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<td>5:00pm</td>
<td>BPS: When Less is More: A Comparative Analysis of Savings Strategy, Gerrit Wolf, State U. of New York, Stony Brook</td>
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**Monday 12:20PM**

297. **Paper Session: Trust, Mergers, and Acquisitions**
   - **12:20- 2:10** Royal York: Canadian 1
     
     **BPS: Acquisition or Alliance? A Comparison of Value-Creating Strategies in the Pharmaceutical Industry**, James M. Pappas, U. of Massachusetts
     
     
     **BPS: Learning to Trust: A Model of the Institutionalization of Trust in Recurrent Alliances**, Inga Baird Hill, Ball State U.
     
     

298. **Paper Session: Dynamic Views of Strategy and Competition**
   - **12:20- 2:10** Royal York: Canadian 3
     
     
     
     
301. Paper Session: Japanese Firm Strategies
   Facilitator: Allan Bird, California Polytechnic State U.
   - IM: The Impact of Ownership Structure on Japanese Corporate Governance, Toru Yoshikawa, Nihon U.; Phillip H. Phan, Rensselaer Polytechnic Institute
   - IM: The Effect of Institutional Distance on Multinational Enterprise Strategy: An Empirical Examination of Japanese Firms, Dean Xu, York U.
   - IM: International Product Diversification by Japanese MNCs, Heather Berry, U. of California, Los Angeles

302. Paper Session: The Use and Misuse of Expatriates and Locals
   Facilitator: Sully Taylor, Portland State U.
   - IM: Managing Foreigners: Trust, Experience and Managerial Influence, Asha Rao, Rutgers U.
   - IM: The Relationship between Organizational Slack and MNE Performance, Anthony Goerzen, U. of Western Ontario
   - IM: The Utilization of Expatriates: An Agency and Transaction Costs Theory of Managerial Transfer from a Multinational Parent Company to its Foreign Affiliates, Danchi Tan, U. of Illinois, Urbana-Champaign; Joseph T. Mahoney, U. of Illinois, Urbana-Champaign

303. Paper Session: Joint Ventures, Alliances, and Cooperative Arrangements
   Facilitator: Farok Contractor, Rutgers U.
   - IM: Legitimacy, Competition and Stability: An Institutional Ecology of International Joint Ventures, Charles Dhanaraj, Indiana U.
   - IM: Understanding Motivations of International Joint Venture in China, Steven X. Si, Concordia U.; Garry Don Bruton, Texas Christian U.
   - IM: The Effects of Pre-established Conditions, Formation Planning, and Post-established Interactions on the Performance of International Joint Ventures (IJVs): An Empirical Study of IJVs in Taiwan, Cher-Ming Fong, National Sun Yat-Sen U.; Cher-Hung Tseng, National Sun Yat-Sen U.; Ching-Shing Lee, Pacific Lutheran U.; Hisien-Jui Chung, Feng Chia U.
   - IM: Joint Venture Configurations in The Big Emerging Markets: An Analysis of their Performance Implications for American Parents, Hemant Merchant, Simon Fraser U.
   - IM: Foreign Direct Investment in China and Franco-Chinese Joint Ventures, Jerome Hubler, IAE de Nancy; Pierre-Xavier Meschi, ESC Marseille-Provence; Tim White, Ecole Supérieure de Commerce de Marseille - Provence
   - IM: The Role of Level of Country Development on Type of International Cooperative Arrangement Activities, Krishnan Ramaya, U. of Southern Indiana; faye I. smith, Emporia State U.

304. Paper Session: Macro Perspectives on Social Issues
   Facilitator: Melissa Baucus, Utah State U.
   - SIM: Understanding the Complexity of Institutional Investors: Implications for Corporate Governance, Lori Varstegen Ryan, U. of Georgia; Marguerite Schneider, College of New Jersey
   - SIM: A Commons Perspective on Collaboration: Comparative Local Dynamics Three Port Domains, John W. Selsky, U. of Melbourne; P.A. Memon, Lincoln U.; New Zealand
   - SIM: A Neo-Gramscian Approach to Business-Society Relations: Conflict and Accommodation in the Climate Change Negotiations, David L. Levy, U. of Massachusetts, Boston; Daniel Egan, U. of Massachusetts, Lowell

305. Paper Session: Invention, Discovery, and Timing of Entry
   Facilitator: Steven C. Michael, U. of Illinois, Urbana-Champaign
   - ENT: First Mover Advantage Through Franchising, Steven C. Michael, U. of Illinois, Urbana-Champaign
   - ENT: Discovery or Lucky Accident: The Influence of Industry Structure, James Owen Fiet, Jonkoping International Business School

306. Paper Session: Negotiator Cognitions and Behaviors
   Facilitator: Joseph Banas, Washington U.
   - CM: No Deal: Negotiation Impasses and Disputant Self-Efficacy, Kathleen O'Connor, Cornell U.; Josh Arnold, California State U.; Long Beach
   - CM: Seeing through the Client's Eyes: The Role of Perspective Taking in Generating Interpersonal Cooperation Across Organizational Boundaries, Michele Williams, U. of Michigan
   - CM: First offers as anchors: Debiasing by considering the opponent's alternatives, Adam Galinsky, Northwestern U.; Thomas Mussweiler, Northwestern U.

307. Paper Session: Management Trends Over Time and Their Influences
   Facilitator: Leliani Baumanis, Nova Southeastern U.
   - MH: Formative Influences of Scientific Meta-Paradigms on Management Thought and Practice, Jim Paul, U. of New Mexico
   - MH: Frederick Winslow Taylor and Citizenship Behaviors: A Non-Spurious Correlation?, Satyanarayana Parayitam, Oklahoma State U.
309. **Paper Session: Cognition and its Effects in Organizations**
- **Facilitators**: David R. Schwandt, George Washington U.; Leyland M. Lucas, Rutgers U.

310. **Paper Session: Stakeholder Relationships & the Natural Environment**
- **Facilitator**: Stephanie Welcomer, U. of Maine

311. **Paper Session: The Effect of HRM on MNCs**
- **Facilitator**: Nakiye Boyacigiller, San Jose State U.

**Monday 2:30PM**

312. **Paper Session: The Affective Side of Learning**
- **Facilitators**: Amy Hietaapelto, Michigan Technological U.; Martin J. Hornyak, United States Air Force Academy/U. of West Florida

**MED: Must See TV:** The Timelessness of Television as a Teaching Tool, Courtney Shelton Hunt, Northern Illinois U.

**MED: Adventure Learning:** Collectivism and Consequent Impact, H. Alvin Ng, Massey U., Wellington

**MED: The Effectiveness of Humor for Persuasion in Training and Education,** Jim Lytle, York U.


313. **Paper Session: Today’s Careers - Fluid, Not Solid**
- **Facilitator**: Sherry E. Sullivan, Bowling Green State U.


**CAR: The Use of Metaphor in Career Theory,** Kerr Inkson, Massey U., New Zealand

**FAIR: Fairness, Trust, Cooperation, Competition**
- **Facilitator**: Jacques Rojot, U. of Paris, Sorbonne
315. Paper Session: The Importance of Gender Effects in Management and Organizations
   • 2:30- 3:50 Royal York: Canadian 5
   **Facilitator:** Jennifer Paltie, Michigan State U.

GDO: Individual Technology Adoption in the Workplace: The Role of Gender as a Psychological Construct, Viswanath Venkatesh, U. of Maryland; Michael G. Morris, Air Force Institute of Technology; Tracy Ann Sykes, U. of Maryland; Phillip L. Ackerman, Georgia Institute of Technology

GDO: The Importance of Protegé Gender in the Realization of Mentoring Functions: Who Should Initiate Mentoring?, Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology; Ethlyn A. Williams, U. of Colorado, Colorado Springs

CM: The Effect of Performance-Feedback and Gender on Personal Goals, Heh Jason Huang, National Sun Yat-Sen U.; Daniel M. Eveleth, U. of Idaho


GDO: Changing Times for Senior Female International Managers: Evidence from Western Europe, Margaret Linehan, Cork Institute of Technology

316. Paper Session: Compensation and Gainsharing
   • 2:30- 3:50 Royal York: Canadian 6
   **Facilitator:** Cynthia Fukami, U. of Denver

HR: Broad-Based Employee Stock Options In The U.S.: Do They Impact Company Performance?, James Sesil, Rutgers U.; Maya Kroumova, New York Institute of Technology; Douglas L. Kruse, Rutgers U.; Joseph R. Blasi, Rutgers U.

Published in Conference Proceedings

HR: Differential Effects of Group Pay on Intrinsic Motivation: An Exploratory Study of Three Pay Conditions, Elaine Cahanal Hollensbe, U. of Kansas; James P. Guthrie, U. of Kansas; Ronald A. Ash, U. of Kansas

HR: Incorporating the Element of Time in Incentive Compensation: A Longitudinal Examination of the Impact of Gain Sharing on Quality, Melissa Waite, State U. of New York, Brockport

317. Paper Session: Performance Appraisal and Feedback
   • 2:30- 3:50 Royal York: Canadian 7
   **Facilitator:** James A. Breauagh, U. of Missouri, St. Louis

HR: Validating a 360 Degree Feedback Program Against Assessment Center Data, Paul William Bamkin Atkins, Australian Graduate School of Management; Robert E. Wood, U. of NSW


HR: The Effects of Multi-Source Feedback Interventions on Affect and Performance: A Social Cognitive Analysis, Suzanne J. Peterson, U. of Nebraska, Lincoln; Alexander Staikovic, U. of Wisconsin, Madison; Fred Luthans, U. of Nebraska

318. Paper Session: Examining Change Management Issues: Readiness, Coping, and Barriers to Collaboration
   • 2:30- 3:50 Royal York: Canadian 8
   **Facilitator:** Lynda Kilbourne, Xavier U.

ODC: Studying Organizational Change: A Change Response Model with Readiness Factors, Christie J. Kennedy, State U. of New York, Binghamton; David J. Gonsiorowski, Webraiser

Best Interactive Paper Award


ODC: Focused Diagnostic Intervention: A Longitudinal Experiment on Employee Coping, Zipi Shperling, Carnegie Mellon U.; Arie Shiom, Tel-Aviv U.

ODC: The Part and the Whole: Reductionism and Complex Thinking in ERP Systems Implementations, Miguel P. Caldas, EAEESP-FGV, Sao Paulo, Brazil; Thomas Wood, EAEESP-FGV

319. Paper Session: Psychological and Relational Dynamics in Managing Change
   • 2:30- 3:50 Royal York: Canadian 9
   **Facilitator:** Jeff W. Trailer, Pennsylvania State U., Erie

ODC: The Dynamics of Transitional Space, Robrecht Overlaet, Catholic U. of Leuven; Frank J. Barrett, Naval Postgraduate School


ODC: Internal Consulting Practices and the Credibility Chain, Lynn Matlock, Duke Energy Corporation; Miriam Y. Lacey, Pepperdine U.

ODC: Prospecting for Continuous Organizational Change: The Role of the Psychological Contract, Jill R. Kickul, DePaul U.; Scott W. Lester, U. of Wisconsin, Eau Claire

Monday 6:30PM

320. Caucus: Meditation and Management
   • 6:30- 8:30 Royal York: Canadian 1
   **Presenters:** Jane Schmidt-Wilk, Maharishi U. of Management; Dennis P. Heaton, Maharishi U. of Management

321. Caucus: Research Methods in MSR
   • 6:30- 8:30 Royal York: Canadian 2
   **Presenters:** Kathy Lund Dean, Saint Louis U.; Scott Safranski, Saint Louis U.

322. Caucus: East Asian Religions and Management
   • 6:30- 8:30 Royal York: Canadian 3
   **This caucus focuses on the impact of Confucianism on East Asian managerial behaviour.**
   **Presenter:** Kun-Jang Kim, California State U.

323. Caucus: The Role of Religion in Business Ethics
   • 6:30- 8:30 Royal York: Canadian 4
   **Presenters:** Leigh Lawton, U. of St. Thomas
Caucus: The Cracker Barrel Controversy: The Rights of Shareholders in the Corporate Governance of HR
- 6:30-8:30 Royal York: Canadian 5
Presenter: Leonard Bierman, Texas A&M U.

Caucus: Perspectives on Social Issues in Management: A “Binary Dilemma?”
- 6:30-8:30 Royal York: Canadian 6
Presenters: Marc O. Orlitzky, AGSM; Diane Swanson, Kansas State U.

Caucus: To Create a Service Organization Which Provides Quality Services
- 6:30-8:30 Royal York: Canadian 7
Presenters: Zena Burgess, Swinburne U. of Technology; Fay Oberklaid, Swinburne U. of Technology

Caucus: Spirituality and Leadership
- 6:30-8:30 Royal York: Canadian 8
This caucus will address the relationship between spirituality and leadership. Among issues to be considered are the types of spirituality most relevant to leadership and the comparison of spiritual leadership models and traditional leadership models.
Presenter: Paul Gibbons, U. of London/Pricewaterhouse

Caucus: Management and Christian Spirituality
- 6:30-8:30 Royal York: Canadian 9
Presenter: Barbara Keats, Marquette U.

Caucus: Spirituality and Religion in the Workplace
- 6:30-8:30 Royal York: Canadian 10
Presenter: Nicholas Twigg, Louisiana Tech U.

Caucus: Religion in the Non-Profit/Public Sector
- 6:30-8:30 Royal York: Canadian 11
Socially-oriented functions in non-profit and public sector organizations often mean spiritual or religious motivations are paramount in these organizations. Thus they may provide their members with additional opportunities to integrate purpose and meaning into their work lives.
Presenter: Roe Goddard, Thunderbird

Caucus: Multi-Party Collaborative Settings: Leadership Roles and Required Competencies
- 6:30-8:30 Royal York: Canadian 12
Presenter: Sandra Schrujer, Tilburg U.

Caucus: Workspace Design: Catalyst for Innovation and Change
- 6:30-8:30 Royal York: Canadian 13
The purpose of this caucus is to provide a forum for and to stimulate conversation on workplace design. It is an opportunity to compare perspectives, raise formal research questions, and to flesh out an agenda to more fully explore the issues involved in the workplace design.
Presenter: Jon W. Beard, Southern Illinois U., Edwardsville

Caucus: Islam and Management
- 6:30-8:30 Royal York: Canadian 14
Presenter: Abbass Alkhafaji, Slippery Rock U.

Caucus: Environmental and International Business Ethics
- 6:30-8:30 Royal York: Canadian 15
Presenter: Carolyn Erdener, Stuttgart Institute of Management and Technology

Caucus: Spirituality in Rational Economic Decision-Making
- 6:30-8:30 Royal York: Canadian 16
Presenter: Barbara Keats, Marquette U.

Caucus: Top Management Team Cognition in Organizational Innovation
- 6:30-8:30 Royal York: Canadian 17
Presenters: Ben Bryant, London Business School; Jennifer Bogdanny, London Business School

Tuesday 8:30AM

Paper Session: Integration and Interdependencies
- 8:30-10:10 Royal York: Canadian 5
Facilitators: Hale Kaynak, U. of Texas, Pan American; Daniel R. Krause, Utah State U.

OM: Purchasing’s Strategic Role and Team Usage, P. Fraser Johnson, U. of Western Ontario; Robert Klassen, U. of Western Ontario; Michiel R. Leenders, U. of Western Ontario; Harold E. Fearon, Center for Advanced Purchasing Studies


Paper Session: Managing Trust
- 8:30-10:10 Royal York: Canadian 1
Facilitator: Deborah L. Kidder, U. of Connecticut

OMT: Trust, Positional Security, and Information Transfer in Four Network Ideal-Types: Exploring the Linkages Between Forms of Social Capital, Geoffrey G. Bell, Concordia U.; Marc H. Anderson, U. of Minnesota

OMT: Alliances as Social Facts, Mark de Rond, Oxford U./ESSEC; Hamid Bouchikhi, ESSEC, France; Valerie Leroux, ESSEC, France

OMT: Know Thy Partner: Alliance History, Trust and Trustworthiness in Strategic Alliances, Rebecca E. Weems, Transylvania U.


Paper Session: Cognition, Values and Environmental Decision Making
- 8:30-10:10 Royal York: Canadian 2
Facilitator: Mark Cordin, Wright State U.
ONE: From Green-blindness to the Pursuit of Eco-sustainability: An Empirical Investigation of the Cognitive Frames of CEOs and Environmental Specialists and Corporate Environmental Strategy Choices, Oana Branzei,
Paper Session: Developing Research Methods: Q&A

- 8:30-10:10 Royal York: Canadian 3
Facilitator: Anshuman Prasad, U. of New Haven


RM: Assessing Variation in Communication Across Different Times of Day, Steve Duck, U. of Iowa; Liliana Cirstea, U. of Iowa; Lise VanderVoort, U. of Iowa


RM: Withholding Effort in Work Groups: Toward Development and Validation of a Measure, Roland E. Kidwell, Niagara U.

Tuesday 10:30AM

Paper Session: Individual and Organizational Perspectives in SIM Research

- 10:30-11:50 Royal York: Canadian 1
Facilitator: Diane Swanson, Kansas State U.

SIM: Stakeholder Theory ‘Off the Veranda’ in the Context of Family Firms, Pramoda Sharma, Dalhousie U.

SIM: Exploring the Dimensionality of the Protestant Work Ethic: The Ethical Implications of Personal Asceticism, Peter Eric Mudrack, Kansas State U.; Sharon Mason, Brock U.

SIM: Spirituality in Management: A Worldview Framework, Denise Daniels, Seattle Pacific U.

SIM: MBA Student Opinion About the Teaching of Business Ethics Across the Curriculum, Sally J. Power, U. of St. Thomas


SIM: The Impact of Accidents on Corporate Reputations, Stelios C. Zyg目睹opoulos, Erasmus U.

Paper Session: Entrepreneurship: Theory and Models

- 10:30-11:50 Royal York: Canadian 2
Facilitator: George S. Vozikis, U. of Tulsa

ENT: An Activity-based Definition of Entrepreneurship and its Implications for the Entrepreneur/Firm Performance Relationship, Charlene E. Zietsma, U. of British Columbia; Julie M. Hite, Brigham Young U.

ENT: Do entrepreneurs dream of black sheep?: Toward a Structural Inquiry into the Entrepreneur’s Position in the Social System, Gokce Sargut, Columbia U.; Rita Gunther McGrath, Columbia U.


ENT: Entrepreneurship: The Mother of All Organizational Disciplines, Melissa Cardon, Columbia U.; Charlene E. Zietsma, U. of British Columbia; Patrick Sapaturo, Rutgers U.; Carolyn D. Davis, Georgia Institute of Technology; Carl J. Kock, U. of Pennsylvania; Brett Paul Matherne, Georgia State U.

Paper Session: Groups

- 10:30-11:50 Royal York: Canadian 3
Facilitator: Susan Cohen, U. of Southern California

OB: Team Dispersion: The Effect of Geographical Dispersion on Team Process and Effectiveness, Sheira Ariel, Stanford U.

OB: Assessing the Relationship of Team Composition to Integrative Behavior and Team Performance: Refining the Use of Steiner’s Task Taxonomy, Simon Taggar, Memorial U. of Newfoundland; Mitchell J. Neubert, Bowling Green State U.

OB: Dominating Interpersonal Behavior and Perceived Victimization in Groups: Evidence for a Curvilinear Relationship, Karl Aquino, U. of Delaware; Kristin Byron, Georgia State U.

OB: When Similarities Evoke Differences: Personality, Work Context, and Conflict in Problem-Solving Groups, Chantell E. Nicholls, U. of Western Ontario

OB: Informal Leaders and the Development of Group Efficacy, A. T. Pescosolido, Case Western Reserve U.


Paper Session: New Product Development

- 10:30-11:50 Royal York: Canadian 4
This session features the winner of the Operations Management Division’s Chan Hahn Best Paper Award.

Facilitators: Anil Khurana, Boston U.; Mohan V. Tatikonda, U. of North Carolina, Chapel Hill


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OM: Maturity and New Product Development Project Performance, Kevin Dooley, Arizona State U.; Anand Subra, IBM Consulting; John Anderson, U. of Minnesota

Paper Session: Management Development and Curriculum Innovations

- 10:30-11:50 Royal York: Canadian 6
Facilitators: Kathy Monks, Dublin City U.; James A. F. Stoner, Fordham U.; Mary C. Meisenhelter, York College of Pennsylvania

MED: Teaching MBA And Other Graduate Students How To Work Effectively In Project Groups, Peter McGrath, Macquarie U.; Alan Tidwell, Macquarie U.

MED: A Competency-based MBA Rooted in the Competing Values Framework: One Institutional Response to Failures
of Traditional Management Education, Michael V. Fortunato, Williams College; Alan T. Belasen, State U. of New York, Empire State College

MED: Examination of the Ethics Education Effectiveness on Working Adult Students, Raymond Ho, U. of Phoenix

MED: Modeling Management Development: What are the Critical Factors for Success?, Christopher Mabey, Open U. Business School

MED: The Disempowered: Part-Time and Adjunct Faculty in Adult Management Education Programs, Jim Paul, U. of New Mexico; Mark Nolan, Seton Hill College

IPC Interactive Papers and Caucuses

346. Paper Session: Decisions on Mentoring and Moving
• 10:30-11:50 Royal York: Canadian 7
Facilitator: Ellen A. Ensher, Loyola Marymount U.
CAR: Team Mentoring: New Directions for Research on Employee Development in Organizations, Ethlyn A. Williams, U. of Colorado, Colorado Springs
Winner of Careers Division Applied Paper Award
CAR: Job Relocation Decisions in the Service Sector: A Qualitative and Quantitative Study, David J. Kennedy, U. of New South Wales, Australia; Timothy A. Judge, U. of Iowa

347. Paper Session: Minority and Majority Employees in Organizational Settings
• 10:30-11:50 Royal York: Canadian 8
Facilitator: Brooke Harrington, Brown U.
GDO: Keeping the Promise: Violations of the Psychological Contract for Minority Employees, Donna Chrobot-Mason, U. of Colorado, Denver; Rachel Zeman, U. of Colorado, Denver
GDO: Predicting Activism in Minority Employee Network Groups, Ray Friedman, Vanderbilt U.; Kellina M. Craig, Howard U.

348. Paper Session: Influencing Behavior in Health Care Organizations: Patient, Nurse, Physician & Manager Levels
• 10:30-11:50 Royal York: Canadian 9
Facilitators: Diane Irvine, U. of Toronto; Joanne McGlown, Jacksonville State U.
HCM: A Comparison of SNF Rehabilitation Treatment and Outcomes under Medicare MCO and Medicare FFS
Reimbursement, Joseph J. Angelelli, Brown U.; Kathleen H. Wilber, U. of Southern California; Robert C. Myrtle, U. of Southern California
HCM: Chemical Dependency Treatment Organizations: Effects of Age and Profit Status on the Leader Style - Performance Relationship, Terry C. Blum, Georgia Institute of Technology; Carolyn D. Davis, Georgia Institute of Technology; Paul M. Roman, U. of Georgia
HCM: The Impact of Workplace Empowerment and Organizational Trust on Staff Nurses’ Work Satisfaction and Organizational Commitment, Heather K. Spence Laschinger, U. of Western Ontario; Joan Ellen Finegan, U. of Western Ontario; Judith Shamian, Health Canada
Winner of HCM Division Best Theory-to-Practice Paper
HCM: Keeping Healthy: Physician Behavior and Clinical Practice Decisions., Avi Kirschenbaum, Technion; Rita Manogren, U. of Haifa; Brian Mittman, RAND Corporation

349. Paper Session: Four Approaches to Strategic Change in Health Care Organizations
• 10:30-11:50 Royal York: Canadian 10
Facilitators: Louise Lemieux-Charles, U. of Toronto; Christopher Shook, U. of Texas, Arlington
HCM: An Investigation of Resource-based and Strategic Group Influences on Hospital Performance Using Hierarchical Linear Modeling, Jeremy Collin Short, Portland State U.; Timothy B. Palmer, Western Michigan U.; David J. Ketchen, Florida State U.
HCM: The Impact of Strategic Planning on Consolidation and Vertical Integration of Medical Group Practices, Beth Woodward, Belmont U.; Myron D. Fottler, U. of Central Florida; John D. Blair, Texas Tech U.
HCM: Strategic Change in Hospital Organizations - The Role of Actors’ Way-of-thinking, Thomas Ericson, Jönköping International Business School; Leif Melin, Jönköping International Business School

350. Paper Session: Reengineering, Change, and Consulting Effectiveness
• 10:30-11:50 Royal York: Canadian 12
Facilitator: Rickie Moore, E.M. Lyon/ISEOR
MC: Resistance to Change: If we know so much, why does it still threaten effective consulting?, Miguel P. Caldas, EAESP-FGV, Sao Paulo, Brazil; Jose Mauro C. Hernandez, EAESP-FGV, Fundação Getúlio Vargas
MC: Institutionalization of Values: A Reengineering Case Study, Donald Dale Marple, Marple Consulting; Gordon Ray Simerson, U. of New Haven
Published in Conference Proceedings
MC: Reengineering Between Acceptance and Organizational Tensions : A Case Study in Europe, Christian Marc Defélix, Universite Grenoble, France

Tuesday 2:00PM

351. Paper Session: Strategic Change, Learning, and Context
• 2:00-3:20 Royal York: Canadian 8
Facilitator: Steven W. Floyd, U. of Connecticut
BPS: The Phoenix of Manufacturing Employment in the Midwest: Organizational Learning Under Duress, Anne S. Miner, U. of Wisconsin, Madison; Andreas Schwab, U. of Mississippi; Craig A. Olson, U. of Wisconsin, Madison; David F. Robinson, Texas Tech U.; Susan J. Moeser, U. of Wisconsin, Madison

BPS: Antecedents of Strategic Change: The Role of the CEO's Personal Goals, Lucy A. Arendt, U. of Wisconsin, Milwaukee

BPS: How Do Large Firms Renew Over Time? Analyzing Trajectories of Change of Large Established Dutch Financial Service Firms, Charles Baden-Fuller, City U., London; Frans A. J. Van Den Bosch, Erasmus U.; Bert Flier, Erasmus U.; Eric R. Gedajlovic, Erasmus U.; Henk W. Volberda, Erasmus U.

BPS: Nonlinear and Interaction Effects of Top Management Team Experience Heterogeneity on Firm Performance: The Case of IPOs in Medical and Surgical Instruments Industry, Yasemin Y. Kor, U. of Illinois, Urbana-Champaign; Joseph T. Mahoney, U. of Illinois, Urbana-Champaign


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Paper Session: Diverse Perspectives on Firm Growth

- 2:00- 3:20 Royal York: Canadian 1
  Facilitator: Hugh O'Neill, U. of Northern California
  BPS: Chandler on Growth, Denise Lima Fleck, McGill U./Coppead/UFRJ
  BPS: The Inside Track - On the Neglected Role of Customers in Strategy and Firm Growth, Udo Zander, Stockholm School of Economics
  BPS: A Resource-Based View of Firm Growth: Managerial Capability, Diversification, and Organizational Learning, Douglas R. Johnson, Purdue U.; Donald E. Halffield, Virginia Polytechnic Institute and State U.; Carl Voigt, U. of Southern California

Paper Session: Technology and Strategy

- 2:00- 3:20 Royal York: Canadian 2
  Facilitator: Ranjay Gulati, Northwestern U.
  BPS: What's in a Name.com?: The Effects of Dot-Com Name Changes on Stock Prices and Trading Activity, Peggy M. Lee, Emory U.
  BPS: Signaling the Quality of High Technology Ventures, Timothy B. Foltz, Purdue U.; Terry L. Amburgey, U. of Toronto; Jay J. Janney, Ball State U.
  BPS: What Influences the Decision to Establish a Web Site: An Empirical Analysis, Daniel Simon, Texas A&M U.

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Paper Session: Resources and Strategy

- 2:00- 3:20 Royal York: Canadian 4
  Facilitator: Gabriela Szulanski, U. of Pennsylvania
  BPS: Individual Level Cooperation and Knowledge Sharing for a Competitive Advantage in Organizations, Nicole N. Nolan, U. of Western Ontario


BPS: An Empirically Derived Taxonomy of Organisational Routines, Veronica Ambrosini, Cranfield School of Management; Cliff Bowman, Cranfield School of Management

BPS: Bricolage During Implementation of Strategies: Effects on Flexibility, Johannes M. Lehner, U. of Linz

Paper Session: Globalization and Localization

- 2:00- 3:20 Royal York: Canadian 5
  Facilitator: Stephen B. Tallman, U. of Utah
  BPS: Signaling the Quality of High Technology Ventures, Timothy B. Foltz, Purdue U.; Terry L. Amburgey, U. of Toronto; Jay J. Janney, Ball State U.
  BPS: What Influences the Decision to Establish a Web Site: An Empirical Analysis, Daniel Simon, Texas A&M U.
  BPS: Antecedents of Strategic Change: The Role of the CEO's Personal Goals, Lucy A. Arendt, U. of Wisconsin, Milwaukee

Paper Session: Culture and Work

- 2:00- 3:20 Royal York: Canadian 6
  Facilitator: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign
  BPS: Cross-National Differences in Attitudes toward Women's Employment: A 22-Nation Study, Janice R. Joplin
  BPS: Meanings of Work and the Socialization Process of Career Entry, Jamal A. Al-Khatib, James Madison U.; Mohammed Al-Habib, King Abdul Aziz U.; Darryl Lanoue, United States Coast Guard Academy

Paper Session: Doing Business in Transition Economies

- 2:00- 3:20 Royal York: Canadian 7
  Facilitator: Douglas Nigh, U. of South Carolina
  BPS: Antecedents of Strategic Change: The Role of the CEO's Personal Goals, Lucy A. Arendt, U. of Wisconsin, Milwaukee
  BPS: How Do Large Firms Renew Over Time? Analyzing Trajectories of Change of Large Established Dutch Financial Service Firms, Charles Baden-Fuller, City U., London; Frans A. J. Van Den Bosch, Erasmus U.; Bert Flier, Erasmus U.; Eric R. Gedajlovic, Erasmus U.; Henk W. Volberda, Erasmus U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B56
ICPC Interactive Papers and Caucuses

**IM:** Business Goals in Market Versus Transition Economies: A Comparative Study of Hungarian and U.S. Managers, Wade M. Danis, Indiana U.; Andrew V. Shipilov, International Management Center

**IM:** The Impact of Environmental and Personal Variables on Entrepreneurship in Transitional Economies: An Empirical Analysis, Elina Ibrayeva, Southwest State U.; Fred Luthans, U. of Nebraska; Alexander Stajkovic, U. of Wisconsin, Madison

**IM:** Export Orientation, Strategic Choices and Corporate Governance in Privatized Firms in Russia, Ukraine and Belarus: Theory & Practice, Igor Filatochev, U. of London; Natalya Dyomina, U. of Nottingham; Mike Wright, U. of Nottingham; Trevor Buck, De Montfort U., Leicester

**IM:** The Impact of Different Sources of International Experience on the Performance of Western Firms' Ventures in Central and Eastern Europe, Rian Drogendijk, Tilburg U.; Harry G. Barkema, Tilburg U.

**358.** Paper Session: Selection and Recruitment
- 2:00-3:20 Royal York: Canadian 3
  Facilitator: Talya N. Bauer, Portland State U.

**359.** Paper Session: Leadership from the Frontline: 20th Century Lessons to Remember
- 2:00-3:20 Royal York: Canadian 9
  Facilitator: William Kohley, Benedictine U.

**MH:** "What the Hell Do We Do Now, Sir?:" Lessons on Planning and Leadership from Omaha Beach, Thomas J. Hench, U. of Wisconsin, La Crosse

**MH:** Leadership Theories are a Product of their Time: A Historical Review of 20th Century Leadership Theories, Mark M. Suazo, U. of Kansas

**MH:** The Problems and Prospects of Professionalization In Management History, Omid Nodoushani, U. of New Haven; Patricia Ann Nodoushani, U. of Hartford

**360.** Paper Session: Uncertainty, Technology, and Activism: New Challenges for a New Time
- 2:00-3:20 Royal York: Canadian 10
  Facilitator: Terrell Manyac, Nova Southeastern U.

**MH:** Clearing up the Uncertainty about Uncertainty: A New Classification Scheme for Research on Environmental Uncertainty, Patrick Kreiser, U. of Alabama; Louis Marino, U. of Alabama

**MH:** Technological Epochs, Organizations & Markets, Janice A. Black, New Mexico State U.; Charles Hermans, New Mexico State U.


Ronald B. Shuman Best Graduate Student Paper Award

**361.** Paper Session: Building Theory
- 2:00-3:20 Royal York: Canadian 12
  Facilitator: Candace Jones, Boston College

**OMT:** Firm Interaction and Herd Behavior in Foreign Direct Investment: Linking the Science of Complexity, Jeho Lee, Korea Advanced Institute of Science & Technology; JaeYoung Song, Columbia U.

**OMT:** Losing the Game: The Failure of Professional Sports Leagues, Michael E. Dobbs, Arkansas State U.; J. Richard Harrison, U. of Texas, Dallas

**OMT:** On the Origin of Organizational Populations, Todd H. Chiles, U. of Delaware; Alan D. Meyer, U. of Oregon

**OMT:** The Liabilities of Newness, Oldness, and Smallness in the Management Consulting Industry: Complementary or Competing Processes?, Robert J. David, Cornell U.

**OMT:** Complexifying Organizational Theory: Illustrations Using Research on Time, Joseph Ofori-Dankwa, Saginaw Valley State U.; Scott D. Julian, Saginaw Valley State U.

**Tuesday 3:40PM**

**362.** Paper Session: Cross Cultural Organizational Behavior
- 3:40-5:20 Royal York: Canadian 1
  Facilitator: Kathleen Dechant, U. of Connecticut, Stamford

**OB:** Linguistic Effects on Translated Organizational Measures: A Study of Bilinguals, Juan I. Sanchez, Florida International U.; Alex Alonso, Florida International U.; Paul E. Spector, U. of South Florida; Chockalingam Viswesvaran, Florida International U.

**OB:** One Leader, Two Images: Cultural Differences in Leaders' Social Construction, Cheryl Tay, Nanyang Business School; Christine Koh, Nanyang Business School; James R. Meindl, State U. of New York, Buffalo

**OB:** Individual-Collective Primitiveness and Ingroup Favoritism: Enhancement and Protection Effects, Ya-ru Chen, New York U.; Joel Brockner, Columbia U.; Xiao-Ping Chen, U. of Washington

**OB:** Self Before Others or Others Before Self: A Pan-cultural Study of Individualism-Collectivism and Decision Criticality on Group Influence, K. Yee Ng, Michigan State U;/Nanyang Business School, Singapore; Mei Ling Tan, Nanyang Business School; Soon Ang, Nanyang Business School

**363.** Paper Session: Motivation
- 3:40-5:20 Royal York: Canadian 2
  Facilitator: Scott Seibert, Cleveland State U.

**OB:** Money and Mental Health: It's not the Money, it's the Motives, Abhishek Srivastava, U. of Maryland, College Park; Edwin A. Locke, U. of Maryland, College Park; Kathryn M. Bartol, U. of Maryland, College Park

**OB:** Predicting Team Performance and Viability: The Mediating Role of Efficacy Beliefs, Leisa D. Sargent, Queensland U. of Technology; Christina Sue-Chan, U. of Manitoba

**OB:** Time, Justice and Expectancy in the Grievance Appeals Process, Juliana Durr Lilly, U. of Texas, Arlington; Joanne H. Gavin, U. of Texas, Arlington

Legend: (theme, = teaching, = management practice,  = international, Other abbreviations p. A38 - 39)
364. Paper Session: Relationships
   • 3:40-5:20 Royal York: Canadian 3
     Facilitator: Michael K. Moch, Michigan State U.


   OMT: Supervision, Group Process and Performance, Jody Hofler Gittell, Harvard U.

   OMT: Restructuring Perrow's Technology Construct, Thorvaid Haerem, Norwegian School of Management

   OMT: Leader-Member Exchange Theory: A Deconstruction, Arzu Ilsev, U. of South Carolina

365. Paper Session: Decision Making Systems
   • 3:40-5:20 Royal York: Canadian 4
     Facilitator: John W. Selsky, U. of Melbourne


   OMT: Strategic Knowledge Management: A Research Agenda, Bo Bernhard Nielsen, U. of Copenhagen

   OMT: Buyer-Supplier Cooperation: The Role of Information Technology, Hazel Kerwood, York U.

   OMT: The Dichotomy of Organizational Values and Decision-Making, Karen Yuan Wang, U. of Technology, Sydney; Stewart Clegg, U. of Technology, Sydney

366. Paper Session: Individual Attitudes and HRM Issues
   • 3:40-5:20 Royal York: Canadian 6
     Facilitator: James Kent, Marist College

   PNP: School Climate and Cross-Constituency Differences in Climate and Student Outcomes, Jennifer Zophy Carr, Michigan State U.; Neal Schmitt, Michigan State U.


   PNP: HRM Roles and Strategic Integration During Commercialization, Stephen T. T. Teo, U. of Technology, Sydney

   PNP: Job attitudes of paid and unpaid workers: Are volunteers really that different?, Matthew Liao-Troth, DePaul U.

367. Paper Session: A Cacophony of Strategic Perspectives on Public and NonProfit Management and Policy
   • 3:40-5:20 Royal York: Canadian 7
     Facilitator: Sue R. Faerman, State U. of New York, Albany

   PNP: Corporatisation of the Nonprofit Sector: Strategic Planning and Organisational Performance in Disability-based Organisations, Harvey Edward Griggs, U. of Tasmania

   PNP: Ecology of Chinese Clan Association Foundings in Singapore, 1819-1998, Albert Chu-Ying Teo, National U. of Singapore; Li-Hong Yu, Media Corporation of Singapore

   PNP: Do Government Incentives Attract and Retain International Investment: A Study of Foreign Owned Firms in North Carolina, William James Burritt, Meredith College; Dennis A. Rondinelli, U. of North Carolina, Chapel Hill


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Wednesday  8:30AM

368. Paper Session: Organizing for Innovation
   • 8:30-10:20 Royal York: Canadian 1
     Facilitator: Anthony Townsend, U. of Delaware

   TIM: From Buyer to Integrator: The Transformation of the Supply Chain Manager in the Vertically Disintegrating Firm, Geoffrey G. Parker, Tulane U.; Edward G. Anderson, U. of Texas, Austin


   TIM: Intervention Strategies for Innovation: Understanding and Utilizing Time, Patrick Reimmoeller, Japan Advanced Institute of Science & Technology; Li-Choy Chong, U. of Saint Gallen

   TIM: Pursuing Collective Returns in a Strategic Alliance: The Influence of Formation Process Activities on Performance Criteria Preferences, Paul M. Okl, U. of Denver

369. Paper Session: Conversations in Technology and Innovation Management
   • 8:30-10:20 Royal York: Canadian 2
     Facilitator: Rita Vick, U. of Hawaii

   TIM: From an Old Time to a New Time: The Modularisation of Technology from Beretta to Sun Microsystems, Peter Cebon, U. of Melbourne; Oscar Hauptman, Melbourne Business School; Chander Shekhar, Melbourne Business School

   TIM: Managing and Distributing Knowledge in University-Industry Relationships: A Research Ethics Perspective, Teresa Isabelle Daza Campbell, Pima Community College


   TIM: User Involvement in Software Development Projects: How Users Can Sometimes Lead You Down the Wrong Path, Mike Gallivan, Georgia State U.; Mark Keil, Georgia State U.

370. Paper Session: Health Related Issues in OB
   • 8:30-10:20 Royal York: Canadian 3
     Facilitator: James Campbell Quick, U. of Texas, Arlington

   OB: Psychological and Immunological Effects of Worker Control on Coping with Job Demands: A Longitudinal Study, Jia Lin Xie, U. of Toronto/City U. of Hong Kong; John Schaubroeck, Drexel U.; Simon Lam, U. of Hong Kong

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OB: Negative Affectivity, Role Stress, and Work-Family Conflict, Albena Z. Stoeva, Drexel U.; Randy Chiu, Hong Kong Baptist U.; Jeffrey H. Greenhaus, Drexel U.

OB: Putting Job Insecurity in Context: A Study of Perceived Insecurity in a Downsizing Environment, Brenda A. Lautsch, Simon Fraser U.; Gil A. Preuss, Case Western Reserve U.

371. Paper Session: Voice
   • 8:30-10:20 Royal York: Canadian 4
Facilitator: Frederick Morgeson, Michigan State U.

OB: Pursuing the Good, the Known, or the Unknown: Antecedents of Feedback Seeking Motives, Gary Stark, U. of Minnesota, Duluth; Steven M. Sommer, U. of Nebraska

ocos: Time, the Impact of Voting, and Majority/Minority Subgroup Membership in a Majority Rule Decision, N. Kenneth H. Price, U. of Texas; Juliana Durr Lilly, U. of Texas, Arlington


372. Paper Session: Current Theoretical Trends in OCIS
   • 8:30-10:20 Royal York: Canadian 5
Facilitator: Carol Stag Saunders, U. of Oklahoma

OCIS: The Structuration Theory in IS: Usage Patterns and Methodological Issues, Marle Pozzebon, McGill U.; Alain Pinsonneault, McGill U.


ocos: The Virtual Corporation: Empirical Evidences to a Three Dimensional Model, Christian Scholz, U. of Saarland

373. Paper Session: New Empirical Directions in OCIS
   • 8:30-10:20 Royal York: Canadian 6
Facilitator: George M. Marakas, Indiana U.

ocos: Does Experience Counteract the Effects of Dispositions to Trust and Distrust on Cooperation in Project Teams?, John E. Galvin, Florida State U.; D. Harrison McKnight, Florida State U.; Manju K. Ahuja, Florida State U.

OCIS: Intention to Explore Information Technology: An Examination of the Effects of Task Environment and Differences Across Genders, Jason Bennett Thatcher, Florida State U.; Manju K. Ahuja, Florida State U.

OCIS: Group History, Media, Group Process, and Group Outcomes in Computer-Mediated Communication Environments: A Process Analysis, Youngjin Yoo, Case Western Reserve U.; Elizabeth M. Essex, Case Western Reserve U.

OCIS: Factors Influencing the Frequency of Information Solicitation at Work: The Test of a Theoretical Model, Daniel F. Michael, Auburn U.; Montgomery; Stanley G. Harris, Auburn U.; William F. Giles, Auburn U.

374. Paper Session: International, Comparative Perspectives in Learning and Development
   • 8:30-10:20 Royal York: Canadian 7
Facilitators: Suzyn Ornestin, Suffolk U.; Alberto Zanzi, Suffolk U.

ocos: Globalization of business and definition of success, Richard Weaver, National U.; Iraq Mahdavi, National U.

ocos: A Cross-Cultural, Multi-Dimensional, Nonlinear Examination of Managerial Skills and Effectiveness, Frank Shipper, Salisbury State U.


375. Paper Session: Legal, Institutional, and Arbitration Perspectives on Discrimination
   • 8:30-10:20 Royal York: Canadian 8
Facilitator: Beverly J. DeMarr, Michigan State U.


GDO: Employer Compliance with Human/Civil Rights Legislation: Job Application Forms, Sondra Louise Harcourt, Waikato U., New Zealand; Mark Lawrence Harcourt, Waikato U., New Zealand

ocos: The Relationship Between Contextual Factors and Responses to Sexual Harassment: Evidence From Arbitration, Karen L. Middleton, Oklahoma City U.; Margaret A. Lucero, U. of Wisconsin; Sue Stewart-Belle, Texas A&M U.

ocos: An Examination of Gender and Occupational Biases in Jurors' Evaluations of Sex Discrimination Claims, Teri Elkins, U. of Houston; James S. Phillips, U. of Houston; Rob Konopaske, U. of Houston


   • 8:30-10:20 Royal York: Canadian 9
Facilitators: Elizabeth Goodrick, Florida Atlantic U.; Christopher Johnson, U. of Florida

HCM: Comparison of Older Adult Subject and Proxy Responses on the SF-36 Health Related Quality of Life Instrument, Kathleen H. Wilber, U. of Southern California; Judy Yun Yip, U. of Southern California; Robert C. Myrtle, U. of Southern California; David Neal Grazman, U. of Southern California


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HCM: Differences in Management "Profiles" at Public and Privately Owned Homes for the Mentally Retarded, Gila Keinan, Tel-Aviv U.; Ran Lachman, Tel-Aviv U.

377. Paper Session: Exploring Consulting Concepts
   • 8:30-10:20 Royal York: Canadian 10
- 8:30-10:20 Royal York: Canadian 11
Facilitators: Colin Eden, U. of Strathclyde; Camille Jackson, U. of Queensland, Australia
MC: Cheating at Solitaire: Self-deception, Executive Mental Health and Organizational Performance, Regina A. Litz, U. of Manitoba
MOC: Behavioral Option Theory: Foundations and Evidence, Kent Miller, Purdue U.; Zir Shapira, New York U.
OB: Attributional Style in Work Settings: Development of a Measure, Blake E. Ashforth, Arizona State U.; Mel Fugate, Arizona State U.
MOC: Evaluation of a Typology of Implicit Theories for Effective Management Decision Making, Bernard Goitein, Bradley U.
MOC: Goals and Risky Choice: Choice Behavior Above a Goal, Scott Allister Jeffrey, U. of Chicago

- 8:30-10:20 Royal York: Canadian 12
Facilitator: Bruce Patton, U. of California, Santa Cruz
ONE: Considering Some Preconditions of Regional Industrial Ecology, Jouli Antero Korhonen, U. of Jyvaskyla
ONE: Strategic Process and Global Sustainability, Stuart L. Hart, U. of North Carolina, Chapel Hill; Mark B. Milstein, U. of North Carolina, Chapel Hill
ONE: Different Strokes: Differences in Regulatory Styles and Environmental Strategy in the Canadian and U.S. Energy Sectors, Sanjaya Sharma, Saint Mary's U.
ONE: Voluntary Agreements for the Environment: Dynamic Capabilities and Transaction Costs, Magali A. Delmas, U. of California, Santa Barbara; Ann Terlaak, U. of California, Santa Barbara
ONE: Corporate Architectures for Sustainability, Andrew Brent Griffiths, Queensland U. of Technology; Joseph A. Petrick, Wright State U.

Wednesday 10:40AM

380. Paper Session: Complexity, Change, and Vision in the Entrepreneurial Process
- 10:40-12:00 Royal York: Canadian 1
Facilitator: Jacqueline N. Hood, U. of New Mexico
ENT: The Non-Linear Dynamics of Change: A Self-Organization Based Theory of Transitions, Benyamin Bergmann Lichtenstein, U. of Hartford
ENT: Applying Complexity Theory to The Study of Rapid Growth: An Agenda for Future Research, Charlene Linda Nicholls-Nixon, U. of Western Ontario; Niels Billou, U. of Western Ontario

381. Paper Session: Entrepreneurs’ Behavior
- 10:40-12:00 Royal York: Canadian 2
Facilitator: Benson Honig, U. of Hafifa
ENT: Entrepreneurial Interest of University Students in Singapore, Clement Wang, National U. of Singapore; Poh Kam Wong, National U. of Singapore
ENT: The Domestic Division of Labor and the Effects of Self-Employment on Work/Home Conflicts, Earnings, and Psychological Well Being, Greg S. Hundley, Purdue U.
ENT: A Model of Entrepreneurial Team Performance, Maw-Der Foo, National U. of Singapore
ENT: Exit Strategies of Venture Capital-backed Companies in Singapore, Clement Wang, National U. of Singapore; Valerie Y.L. Sim, National U. of Singapore
ENT: Perceptions of Female Entrepreneurs: Evidence for the Beneficial Effects of Attributional Augmenting, Robert A. Baron, Rensselaer Polytechnic Institute; Azita Hirs, Rensselaer Polytechnic Institute; Gideon D. Markman, Rensselaer Polytechnic Institute

382. Paper Session: Conflict, Culture and Gender
- 10:40-12:00 Royal York: Canadian 3
Facilitator: Deborah L. Kidder, U. of Connecticut
CM: Motivation to Search: Communication, Culture, and Electronic Media, Ashleigh Shelby Rosette, Northwestern U.; Jeanne M. Brett, Northwestern U.; Zoe Barness, Texas A&M U.; Anne Lytle, Hong Kong U. of Science and Technology
CM: Reciprocity Of Information Sharing And Persuasive Behaviors In Same-Culture Negotiations, Wendi L. Adair, Northwestern U.

383. Paper Session: Brain Drain, AIDS and Organizational Outcomes
- 10:40-12:00 Royal York: Canadian 4
Facilitator: Mary A. Gowan, U. of Central Florida
HR: Aids and the Human Resource Managers: The Effects of Individual Differences on Fear of AIDS and Organizational Outcomes, Vivien KG Lim, National U. of Singapore; Geok Leng Loo, National U. of Singapore
HR: Brain Drain in Declining Organizations: Toward a Research Agenda, Zehava Rosenblatt, U. of Hafifa; Zachary Sheaffer, U. of Hafifa

384. Paper Session: Perceptions and Their Implications
- 10:40-12:00 Royal York: Canadian 5
Facilitator: William B. Stevenson, Boston College
OMT: Institutional Influences in Competitive Fields: The Case of Layoffs, Sheila Taylor Goins, U. of Chicago
**OMT:** Managerial Ideologies as Rationalizers: The Moderating Effects of Managerial Ideologies on the Relationship between Profitability and Downsizing, Kathleen Garrett Rust, Elmhurst College; William McKinley, Southern Illinois U., Carbondale

**OMT:** From Statistical Quality Control, via Quality Systems to Total Quality Management: The Institutionalization of a New Management Approach, Peter Walgenbach, U. of Erfurt, Germany; Nikolaus Beck, U. of Mannheim, Germany

**OMT:** Firms, Bureaucracies, Institutions, and Networks, James Douglas Orton, U. of Nevada, Las Vegas

385. **Paper Session:** Research Methods - an Overview and Details
- 10:40-12:00 Royal York: Canadian 6

**Facilitator:** Jodi S. Goodman, Purdue U.


**RM:** Content Analysis of Firms' Web Sites: Methodological Foundations, Software Solutions, and Implementation Issues, Vincent J. Duriau, U. of Maryland; Rhonda K. Reger, U. of Maryland, College Park; Hermann Achidi Ndofor, U. of Maryland, College Park

**RM:** An Analysis of the Policy-Capturing Method: Issues and Suggestions, Ronald Jay Karren, U. of Massachusetts; Melissa W. Barringer, U. of Massachusetts

**RM:** Using Item Response Theory to Identify Beta Change over Time in Likert-Scale Job Satisfaction Data, Adam Wesley Meade, U. of Georgia; Janet Elaine Hecht, U. of Georgia; Gary J. Lautenschlager, U. of Georgia; Claudia R. Barroso, U. of Georgia; Garnett S. Stokes, U. of Georgia
Art and Poetry: Images of a New Time
Program Chair: J. Keith Murnighan, Northwestern U.

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<th>Start</th>
<th>Division Program</th>
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<tbody>
<tr>
<td>Sunday 7:00PM</td>
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<tr>
<td>386. Images of a New Time, Opening #1</td>
<td>7:00- 8:30 Royal York: Ballroom 2</td>
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<tr>
<td></td>
<td>Chair: J. Keith Murnighan, Northwestern U.</td>
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<tr>
<td></td>
<td>Seven Haiku to the Research Enterprise, Stephen G. Green, Purdue U.</td>
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<td>Island Rock Wall, William Paul Ferris, Western New England College</td>
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<td>What Is Time?, Mark P. Kriger, Norwegian School of Management</td>
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<td>Make it Count, Jeri-Elayne Goosby, Case Western Reserve U.</td>
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<td>Seeing Time: Different Forms, Different Places - An Exhibition of Photography, Chris Poulson, California Polytechnic State U., Pomona</td>
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<td>2 Be Continued - A Collaborative Journey in Time, Jane E. Saik, ESSEC, France; Jean-Paul Savignac, Artist</td>
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<td>A Clockwork Postmodern, Steven S. Taylor, Boston College</td>
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<td>Transitional Times: A Creative Exploration of Organisational Life, Laura Christine Breamley, RMIT U.</td>
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<td>Tidy Lives, faye l. smith, Emporia State U.</td>
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<td>Cleaning the Office, Teresa M. Amabile, Harvard U.</td>
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<td>Bark Jug, Michelle Amy Lougee, Boston U.; Linda C. Angell, Pennsylvania State U.</td>
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<td>Chip, Michelle Amy Lougee, Boston U.; Linda C. Angell, Pennsylvania State U.</td>
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<td>The Balancing Act: An Illustration of a Polyrhythmic Workplace, Jeri Ripley King, U. of Missouri</td>
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<td>Iron, Pieter Van Houte, GRID; Steven A.Y. Poelmans, IESE, U. of Navarra, Spain.</td>
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<td>&quot;Images of a New Time&quot; Expresessed in Stained Glass Art (Using Art to Facilitate the Materialization of Ideas), Nick Nissley, Antioch U.; Kirk Hummer, St. Ann's Hospital, Columbus, Ohio</td>
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<tr>
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<td>My Neighbor's Porch Light, Robert Harrington, Washington State U.</td>
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<td>Making Time in a New Time, Patricia Rowe, U. of Queensland, Australia; Michael D. Bishop, U. of Queensland, Australia</td>
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<td>Times on My Mind, Joy E. Beatty, Boston College; John C. Beatty, Diamond Chrome Plating, Inc.</td>
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<td>Downsized: Time to Take Huelita's Advice, Ana Sierra Leonard, U. of Cincinnati</td>
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<td>Rebuilding Time: Bosnia and Herzegovina, Summer 1999, Eric Martin, State U. of New York, Albany</td>
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<td>Transition to a New Time: From Industrial Age to Information Age, Dennis A. Gioia, Pennsylvania State U.</td>
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<td>Antichronism, Rebecca E. Weems, Transylvania U.</td>
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<td>Exploring the Dynamic Edge of Knowledge: The Joy and Challenge of Scholarship (Handbuilt Ceramic Sculpture), Karen Bishop, U. of Louisville</td>
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</tbody>
</table>


387. The Village Square 7:00- 10:00 Royal York: Ballroom 1
Chair: J. Keith Murnighan, Northwestern U.

Monday 9:00AM

388. The Village Square 9:00- 10:00 Royal York: Ballroom 1
Chair: J. Keith Murnighan, Northwestern U.

Monday 4:10PM

389. Images of a New Time, Opening #2 4:10- 5:20 Royal York: Ballroom 2
Chair: J. Keith Murnighan, Northwestern U.
Lumia for a New Time, Fred Collopy, Case Western Reserve U.; Richard J. Boland, Jr., Case Western Reserve U.
Freeing Up: Creating Images of Living in Time, Catherine E. Schwoerer, U. of Kansas
Time as a Signal, Gail H. McKee, Roanoke College
Changing Times, Jamie L. Moore, Chase Manhattan Bank
Ivory and Avarice, Jamie L. Moore, Chase Manhattan Bank
Time on the Lake, Kelly Strong, Michigan Technological U.
Dancing with Time, Keith James, Colorado State U.
Eternal Horizons, Allen C. Bluedorn, U. of Missouri, Columbia
Evolving Organizational Mindset, Robert W. Keidel, Drexel U.
Man, Special Offer, Denisson Rugsvann, Escola Guignard/UEMG; Luiz Alex Silva Saraiva, U. Federal de Minas Gerais
The Silent Touches of Time, Nancy J. Adler, McGill U.
Time Bill, Carl Ralph Sinclair, Management Consultant
Time is the Soul of the World, Nancy J. Adler, McGill U.
Postmodern Gas, Jim Paul, U. of New Mexico
The Research U. Early Career Blues, Teresa J. Rothausen, U. of St. Thomas
Flexibility in Group and Management in DS-2 for 4 Percussionists, CheeKong Ho, National U. of Singapore; Chay Hoon Lee, Nanyang Technological U.
Imagining a New Time: A Fairy Tale, Gail Whiteman, Queen's U.
Patterns of Organized Activity: Ancient Times to Postmodern Times (1st Millennium BCE to 3rd Millennium CE), Dennis A. Gioia, Pennsylvania State U.
Poetic Time, Michel Avital, Case Western Reserve U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
## Tuesday 9:00AM

### 390. The Village Square
- 9:00-10:00 Royal York: Ballroom 1  
  *Chair:* J Keith Murnighan, Northwestern U.

## Tuesday 3:40PM

### 391. Images of a New Time, Opening #3
- 3:40-5:00 Royal York: Ballroom 2  
  *Chair:* J Keith Murnighan, Northwestern U.  
  *Waters of Time,* Cheryl L. Adkins, Louisiana State U.  
  *The Meaning, or Measure, of Time,* Debra L. Shapiro, U. of North Carolina, Chapel Hill  
  *It's A New Time,* William McKinley, Southern Illinois U., Carbondale  
  *Lost in Time...,* Hal B Gregersen, Brigham Young U.  
  *Alpha or Omega?*, Hal B. Gregersen, Brigham Young U.  
  *Ribbons of Times Tied in (K)nots,* Gabe Buntzman, Western Kentucky U.  
  *Timeless Classics: Musings on Freewill and Management,* Sally E. Riad, Victoria U. of Wellington, New Zealand; Sherif Millad, National Institutes of Health and Safety  
  *On the Hill in Sefad,* Jacob Eisenberg, Colorado State U.  
  *Time, Work, and Intimacy: The Psychospiritual Infrastructure of Organizations,* Joel Bruce Bennett, Texas Christian U.  
  *Memory, Time, and Self,* Paul James Forte, U. of Rhode Island  
  *Management Time,* Rado P. Kotorov, Bowling Green State U.  
  *Psyche's Clock: Changing Images of Woman at Work 1,* Roz Chattaway, U. of Wollongong, Australia; Michael Zanko, U. of Wollongong, Australia  
  *The Burlington Northern and Santa Fe at the Tehachapi Loop in California 1999,* Alexis Downs, U. of Central Oklahoma  
  *The Fullness of Time,* Susan Mohammed, Pennsylvania State U.  
  *Images of Time,* Paul S. Goodman, Carnegie Mellon U.  
  *Time Gradients,* Charmine E. J. Hartel, U. of Queensland, Australia; Gunter Hartel, U. of Queensland, Australia  
  *Managing With Horse Sense,* Grace Ann Rosile, New Mexico State U.  
  *Speeding Snowflakes,* Erika L. Ringseis, U. of Calgary  
  *The Challenge of Time,* Todd Dewett, Texas A&M U.

## Wednesday 9:00AM

### 392. The Village Square
- 9:00-12:00 Royal York: Ballroom 1  
  *Chair:* J Keith Murnighan, Northwestern U.
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>9:00am</td>
<td>SDPD: Global Management and the Science of Time • Off:Ontario</td>
<td>Science Centre</td>
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<tr>
<td>9:30am</td>
<td>SDPD: CMSW Doctoral Workshop • SC:Norfolk</td>
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<tr>
<td></td>
<td>SDPD: CMSW Junior Faculty Workshop • SC:York</td>
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<td>10:00am</td>
<td>SDPD: CMSW Reception for Arriving Critics • SC:Conference Room &amp; C</td>
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<tr>
<td>10:30am</td>
<td>SDPD: New Doctoral Students Consortium • RY:Upper Canada</td>
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<tr>
<td>11:00am</td>
<td>SDPD: Bringing Complexity Theory to Bear • SC:Elgin</td>
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<tr>
<td>11:30am</td>
<td>SDPD: Three Conversations on Org. Knowledge • SC:Ballroom Centre</td>
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<tr>
<td>12:00pm</td>
<td>SDPD: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<tr>
<td>12:30pm</td>
<td>SDPD: CMSW: Teaching Critically • RY:Tudor 7</td>
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<tr>
<td>1:00pm</td>
<td>SDPD: Quantitative Methods and Complexity Theory • SC:Conference Room E</td>
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<tr>
<td>1:30pm</td>
<td>SDPD: Case Critique Colloquium • SC:Norfolk</td>
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<td>2:00pm</td>
<td>SDPD: CMSW: Interpretive Methods for Critical Research • RY:Ontario</td>
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<td>2:30pm</td>
<td>SDPD: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<tr>
<td>3:00pm</td>
<td>SDPD: CMSW Reception and Roundtables • RY:Ballroom</td>
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<tr>
<td>3:30pm</td>
<td>SDPD: All Doctoral Students Reception • RY:Upper Canada</td>
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<td>4:00pm</td>
<td>SDPD: CMSW: Social Time • RY:Ballroom</td>
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<td>4:30pm</td>
<td>SDPD: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
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<td>5:00pm</td>
<td>Design as Pathway to Strat. Innovations • RY:Quebec</td>
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<td>5:30pm</td>
<td>Strategy and Context-Dependence • RY:Alberta</td>
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<td>6:00pm</td>
<td>Economic Sociology Meets Strategy • SC:Essex</td>
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<td>6:30pm</td>
<td>BPS Doctoral Consortium-Sunday • SC:Wentworth</td>
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<td>7:00pm</td>
<td>New Faculty Consortium-Sunday • SC:Conference Room C</td>
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<tr>
<td>7:30pm</td>
<td>BPS Doctoral Consortium - Saturday • SC:Conference Room C</td>
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<td>8:00pm</td>
<td>SDPD: New Faculty Students Consortium • RY:Upper Canada</td>
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<td>SDPD: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
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<td>SDPD: Strategic E-Business Opportunities • H:McDonald</td>
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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
### BPS Business Policy and Strategy

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:40am</td>
<td>17. CEO Succession • H:Casson</td>
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<tr>
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<td>18. RBV: Reputation and Innovation • H:Varley</td>
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<td>19. Alliances and Governance • H:Tom Thomson</td>
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<tr>
<td>10:30am</td>
<td>20. Competing on the Arrow of Time • H:Varley</td>
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<td>21. Corporate Governance • H:Casson</td>
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<td>22. Diversification • H:Tom Thomson</td>
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<td>2:00pm</td>
<td>23. RBV: Uniqueness &amp; Imitation • H:Casson</td>
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<td>24. Teaching Strategy • H:Varley</td>
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<td></td>
<td>25. Risk Taking and Real Options • H:Tom Thomson</td>
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<tr>
<td></td>
<td>26. KBV: Learning • H:Casson</td>
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<tr>
<td>5:30pm</td>
<td>27. BPS Business &amp; Awards • H:Tom Thomson</td>
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<tr>
<td>6:30pm</td>
<td>28. BPS Social • H:Tom Thomson</td>
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<td>29. New Faculty Consortium - Saturday</td>
</tr>
<tr>
<td></td>
<td>30. RBV: Reputation and Innovation • H:Varley</td>
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<tr>
<td></td>
<td>31. Alliances and Governance • H:Tom Thomson</td>
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<tr>
<td>8:30am</td>
<td>32. Corporate Governance • H:Casson</td>
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<tr>
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<td>33. Control &amp; Reward Systems • H:Tom Thomson</td>
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<tr>
<td></td>
<td>34. KBV &amp; Competitive Advantage • H:Varley</td>
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<tr>
<td>10:40am</td>
<td>35. Integrating Management and Economics • H:Tom Thomson</td>
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<td>37. Alliances and Performance • H:Casson</td>
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</table>

**Friday 1:00PM**

**50. SPDW:** (IM, MOC, OMT, BPS, OB) **Chronos and Kairos: Global Management and the Science of Time**
- 1:00 - 5:00 Sheraton Centre: Ontario Science Centre

**Friday 3:00PM**

**51. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Doctoral Workshop**
- 1:00 - 6:00 Sheraton Centre: Norfolk

**Friday 5:00PM**

**52. BPSS Doctoral Consortium-Friday**
- 5:00 - 9:00 Sheraton Centre: Wentworth
*This runs on Friday, Saturday, and Sunday.*
*Chairs:* Anita McGahan, Harvard U.; Todd Zenger, Washington U.

**Friday 6:00PM**

**53. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception for Arriving Critters**
- 6:00 - 9:00 Sheraton Centre: Conference Room B&C

### Saturday 7:30AM

**54. SPDW:** (BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Breakfast**
- 7:30 - 8:00 Royal York: Ontario

### Saturday 8:00AM

**55. New Faculty Consortium - Saturday**
- 8:00 - 5:00 Sheraton Centre: Conference Room C
*Chairs:* Thomas Brush, Purdue U.; Akbar Zadeh, U. of Minnesota
*Panel:* Michael V. Russo, U. of Oregon; Carolyn Y. Woo, U. of Notre Dame; Jadde Aman, U. of Michigan; Garlo A. Carnevale-Maffio, SDA Bocconi Graduate School of Management; Sam Harbinian, U. of Southern California; Rebecca Henderson, Massachusetts Institute of Technology; Idaene F. Kesner, Indiana U.; Michael Lubatkin, U. of Connecticut; Rita Gunther McGrath, Columbia U.

**56. BPS Doctoral Consortium - Saturday**
- 8:00 - 5:00 Sheraton Centre: Wentworth
*This runs on Friday, Saturday, and Sunday.*
*Chairs:* Anita McGahan, Harvard U.; Todd Zenger, Washington U.

**57. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Plenary: What's Critical about Critical Management Studies?**
- 8:00 - 10:00 Royal York: Ontario
### Business Policy and Strategy

**Saturday 8:30AM**

**96. SPDW:**(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) New Doctoral Students Consortium
- 8:30- 5:00 Royal York: Upper Canada

**Saturday 9:00AM**

**97. SPDW:**(OMT, BPS, TIM, RM) Bringing Complexity Theory to Bear on Organizations: Work in Progress
- 9:00- 12:00 Sheraton Centre: Elgin

**98. SPDW:**(OMT, BPS, MOc, RM) Three Conversations on Organizational Knowledge
- 9:00- 5:00 Sheraton Centre: Ballroom Centre

**Saturday 10:00AM**

**101. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
- 10:00- 1:00 Royal York: Ontario

**102. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
- 10:00- 1:00 Royal York: Tudor 7

**Saturday 1:00PM**

**104. SPDW:**(OMT, BPS, TIM, RM) Quantitative Methods for Applying Complexity Theory to Organizations
- 1:00- 3:00 Sheraton Centre: Conference Room E

**107. SPDW:**(BPS, MED) Case Critique Colloquium
- 1:00- 5:00 Sheraton Centre: Norfolk

**Saturday 2:30PM**

**111. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
- 2:30- 5:30 Royal York: Ontario

**112. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
- 2:30- 5:30 Royal York: Tudor 7

**Saturday 5:30PM**

**115. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
- 5:30- 7:30 Royal York: Ballroom

**Saturday 6:00PM**

**116. SPDW:**(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
- 6:00- 8:00 Royal York: Upper Canada

**Saturday 7:30PM**

**117. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
- 7:30- 8:30 Royal York: Ballroom

**Sunday 7:00AM**

**118. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
- 7:00- 8:00 Royal York: Ballroom

**Sunday 8:00AM**

**396. Design as a New Pathway to Strategic Innovations and Entrepreneurship: Exploring Research Challenges and Teaching Opportunities**
- 8:00- 12:00 Royal York: Quebec
  Organizers: Nirmal Sethia, California State Polytechnic U.; Arvind Bhambrí, U. of Southern California
  Panel: Richard Buchanan, Carnegie Mellon U.; Gary Cantu, Phor Max Corp; Robert W. Fee, Savannah College of Art and Design; Andrew Hargadon, U. of Florida; Birgit Helene Jevnaker, Norwegian School of Management; Uday Karmarkar, U. of California, Los Angeles; Peter Lawrence, Corporate Design Foundation; David A. Owens, Vanderbilt U.; Patrick Reinmoeller, Japan Advanced Institute of Science & Technology; Jeff Smith, Lunar Design; Phil Swift, Corporate Design Group

**397. Strategy and Context-Dependence**
- 8:00- 12:00 Royal York: Alberta
  Chair: Tarun Khanna, Harvard U.

- 8:00- 12:00 Sheraton Centre: Essex
  This is a continuation of last year's workshop on "Economic Sociology Meets Strategy and Management." Last year, the workshop focused on broad differences between the perspectives of economic sociology, on the one hand, and strategy and the management disciplines, on the other. This year's workshop will focus on the ethical, moral, and normative bases of competition.
  Panel: Kim Cameron, Case Western Reserve U.; Amitai Etzioni, George Washington U.; Andrew H. Van de Ven, U. of Minnesota

**BPS Doctoral Consortium-Sunday**
- 8:00- 12:00 Sheraton Centre: Wentworth
  This runs on Friday, Saturday, and Sunday.

**New Faculty Consortium-Sunday**
- 8:00- 12:00 Sheraton Centre: Conference Room C
  This runs on Saturday and Sunday.
  Chairs: Akbar Zaheer, U. of Minnesota; Thomas Brush, Purdue U.
  Panel: Jaideep Anand, U. of Michigan; Carlo A. Carnevale-Maffe, SDA Bocconi Graduate School of Management; Sam Harinaran, U. of Southern California; Rebecca Henderson, Massachusetts Institute of Technology; IdaLene F. Kesner, Indiana U.; Michael Lubatkin, U. of Connecticut; Rita Gunther McGrath, Columbia U.; Michael V. Russo, U. of Oregon; Carolyn Y. Woo, U. of Notre Dame

**E-Business Opportunities:**

**Sunday 8:00AM**

**121. SPDW:**(BPS, OCIS) E-Business Opportunities: Implications for Strategy, Policy, and Change Management
- 8:00- 10:00 Hilton: McDonald
Sunday 8:30AM

- 8:30-10:30 Royal York: Ballroom

123. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
- 8:00-10:30 Royal York: British Columbia

Sunday 9:00AM

401. ☯Case Teaching Professional Development Workshop
- 9:00-12:00 Royal York: York
Organizer: Jay Dial, Case Western Reserve U.
Panel: Brian R. Golden, U. of Western Ontario; Neil Jones, U. of Western Ontario

402. Managing Your Dissertation
- 9:00-12:00 Royal York: Confederation 6
Organizer: Maurizio Zollo, INSEAD

Sunday 10:00AM

403. The Craft of Reviewing
- 10:00-12:00 Sheraton Centre: Conference Room E
Organizers: Barbara A. Ribbens, Western Illinois U.; Hettie A. Richardson, U. of Georgia

Sunday 10:30AM

133. ☯SPDW:(BPS, OCIS) E-Business Challenges: Insights from Practice
- 10:30-12:00 Hilton: McDonald

134. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
- 10:30-12:00 Royal York: Ballroom

Monday 8:30AM

404. BPS Division Welcome and Movie - DRAGNET: The Story of BPS 2000
- 8:30-9:00 Hilton: Tom Thomson

175. SHCS:(BPS, OMT, TIM) Firm Boundaries in Technology-Based Industries
- 8:30-10:20 Sheraton Centre: Ballroom West

B76 Legend: ☯= theme, ☯= teaching, ☯= management practice, ☯= international, Other abbreviations p. A38 - 39
Monday 10:40AM

408. Paper Session: Executive Compensation
   • 10:40-12:00 Hilton: Casson
   Chair: Urs Daellenbach, Victoria U. of Wellington, New Zealand
   Discussant: Wm Gerard Sanders, Brigham Young U.
   
409. Paper Session: The Knowledge-Based View: Organizational Change and Innovation
   • 10:40-12:00 Hilton: Varley
   Chair: Carl Broun, Agricultural U. of Norway
   Search for Greener Pastures: The Effects of Performance and Organizational Structure on Entrepreneurial Search, Jeffery W. Bernicke, U. of Michigan
   All Change is Not Created Equal: When a Firm Decides to Use a Flexible Investment Strategy, Karen L. Belanger, Columbia U.
   How Companies Begin Innovating, Robert Chapman Wood, Boston U.; Kenneth J. Hatten, Boston U.; Peter J. Williamson, INSEAD
   International Market Diversity and Organizational Experience as Buffers Against the Dark Side of Organizational Change: Which Matters More?, Yangmin Kim, Texas A&M U.; David W. Loree, U. of Western Ontario; Eui Jeong, Texas A&M U.
   Discussant: Raymond Van Wijk, Erasmus U.

410. Paper Session: Strategic Alliances: Partner Characteristics and Alliance Formation
   • 10:40-12:00 Hilton: Tom Thomson
   Chair: Manuel Becerra, Instituto De Empresa
   Is It Better to Be Talented, Popular, or Nice? The Role of Experiential and Non-Experiential Information, Timothy J. Rowley, U. of Toronto; Timothy J. Rowley, U. of Toronto
   Published in Conference Proceedings
   Effect of Strategic Alliances on Partner Firms’ Productivity, Pricing, and Profitability, Tae H. Oum, U. of British Columbia; Jong-Hun Park, City U. of Hong Kong; Kwangsoo Kim, City U. of Hong Kong; Chunyan Yu, U. of British Columbia
   Discussant: Klaus T. Uhlenbruck, Texas A&M U.

210. JS:(HR, BPS, OB) New Perspectives on HRM and Performance
   • 10:40-12:00 Sheraton Centre: Civic Ballroom

Monday 12:20PM

181. SHCS:(M, BPS, OMT) Toward an Understanding of the Role of Government in Strategy and Organization
   • 12:20-2:10 Sheraton Centre: Ballroom East

182. JS:(TIM, BPS) The Shifting Landscape for Commercializing Research
   • 12:20-2:10 Sheraton Centre: Ballroom West

183. IP: Trust, Mergers, and Acquisitions
   • 12:20-2:10 Sheraton Centre: Canadian 1

188. IP: Dynamic Views of Strategy and Competition
   • 12:20-2:10 Royal York: Canadian 3

189. IP: Diverse Views of Corporate Strategy
   • 12:20-2:10 Royal York: Canadian 4

190. IP: Business-Level Strategy
   • 12:20-2:10 Royal York: Canadian 15

Monday 2:30PM

411. Theme: A New Time for BPS: Celebrating the Past and Looking to the Future
   • 2:30-3:50 Hilton: Tom Thomson
   Organizers: Dawn Harris, Loyola U., Chicago; Constance E. Helfat, Dartmouth College
   Yesterday, Today, and Tomorrow: Reflections of a BPS Time Traveler, Irene M. Duhaime, Georgia State U.
   Strategic Flexibility and the Internet: The New Shape of Vertical Relations, Kathryn Rudie Harrigan, Columbia U.
   Strategy: Paradigms for All Seasons?, Cynthia Montgomery, Harvard U.
   The Rhythms of an Academic Career: A Twenty Year Perspective, Carolyn Y. Woo, U. of Notre Dame

412. Paper Session: Strategic Decision Making
   • 2:30-3:50 Hilton: Casson
   Chair: Beverly B. Tyler, North Carolina State U.
   Strategic Decision Making: Opportunities for Research, Martha Mador, Kingston U.
   Published in Conference Proceedings
   Strategic Decision Change: Process and Timing, Katsuhiko Shimizu, Texas A&M U.
   Published in Conference Proceedings
   Discussant: Susan Martin Houghton, Georgia State U.

413. Paper Session: The Resource-Based View: Competitive Advantage
   • 2:30-3:50 Hilton: Varley
   Chair: Linda F. Edelman, U. of Warwick
   Competitive Advantage from Intellectual Capital: The Case of Cholesterol Ethical Drugs, Allan Afuah, U. of Michigan
   An Examination of Resource-Based, Strategic Group, and Industry Influences on Firm Performance Using Hierarchical Linear Modeling, Jeremy Collins, Portland State U.; Timothy B. Palmer, Western Michigan U.; David Ketchen, Florida State U.
   Published in Conference Proceedings
   Sustainable Competitive Advantage Through Information Technology, Steven C. Michael, U. of Illinois, Urbana-Champaign

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
The Resource-Based and Relational Views: Complementary Perspectives of Competitive Advantage. Joel Ryman, U. of North Carolina, Wilmington; William Q. Judge, U. of Tennessee Discussant: Mary M. Crossan, U. of Western Ontario

186. SHCS:(OMT, BPS, IM) Financial Globalization and Social Structure: How Organizations Adapt to Socio-Political Changes
   - 2:30-3:50 Sheraton Centre: Ballroom East

187. SHCS:(BPS, TIM) Managing Under Science-Based Competition
   - 2:30-3:50 Sheraton Centre: Ballroom West

220. JS:(BPS, TIM) Research on Technological Learning, Knowledge Management, and Corporate Performance: Perspectives from Strategy, Organization Theory, and Management of Technology
   - 2:30-3:50 Sheraton Centre: Civic Ballroom

Monday 4:10PM

   - 4:10-5:30 Hilton: Tom Thomson
   Chairs: David Hoopes, Southern Methodist U.; Tammy L. Madsen, Santa Clara U.
   Note On Implementation Phases In Flow Manufacturing for Multiple Plants in a Diversified Company. Thomas Brush, Purdue U.; Catherine Maritan, State U. of New York, Buffalo
   Discussant: Philip C. Anderson, Dartmouth College

415. Paper Session: Risk Taking: Managerial and Behavioral Approaches
   - 4:10-5:30 Hilton: Casson
   Chair: Shawn M. Lofstrom, U. of Maryland
   The Commitment Dilemma: Managerial Strategic Choice between Asset Specificity and Flexibility. Dante Di Gregorio, U. of Maryland
   Discussant: Gerry M. McNamara, Michigan State U.

416. Paper Session: International Strategy
   - 4:10-5:30 Hilton: Varley
   Chair: Dong-Sung Cho, Seoul National U.
   Legitimacy and Mortality in Overseas Subsidiaries: A Longitudinal Analysis of Japanese Foreign Direct Investment. Charles Dhanaraj, Indiana U.; Paul W. Beamish, U. of Western Ontario
   Food Multinational Enterprise Investment Strategies: An Option Theory Approach. Felipe Ravara, Nova U. of Lisbon; Roberto Vassolo, Purdue U.; John Connor, Purdue U.

B78 Legend: ☯= theme, ☀= teaching, ≧= management practice, 从严治党: international, Other abbreviations p. A38 - 39
419. Paper Session: Strategic Alliances: Governance Issues
- 8:40-10:10 Hilton: Tom Thomson
Chair: Cristina Boari, U. of Bologna, Italy
Self-Enforcing Versus Enforceable Agreements and Their Effects on Supplier Performance, Raji G. Srinivasan, Cleveland State U.; Thomas Brush, Purdue U.
A Theory of Interaction Costs and Hybrid Governance Failure, Steven White, Chinese U. of Hong Kong; Kentaro Nobeoka, Kobe U.; Shin'ichi Ishii, Osaka U. of Commerce
Competition Between Alliance Blocks: The Case of the RISC-Microprocessor Technology, Wim Vanhaverbeke, Maastricht U.; Niels George Noorderhaven, Tilburg U.
Creating and Protecting Resources: Formation and Governance of Scale and Link Alliances between Competitors, William G. Mitchell, U. of Michigan; Pierre Dussauge, HEC Management School; Bernard Garrette, HEC Management School
Discussant: Melissa A. Schilling, Boston U.

Tuesday 10:30AM

420. Symposium: Competing on the Arrow of Time
- 10:30-11:50 Hilton: Varley
Chair: Colin Campbell-Hunt, Victoria U.
The Bow that Shot the Arrow of Time: Technology as the Source of Competitive Discontinuity, Sally Davenport, Victoria U. of Wellington, New Zealand
Time and Coherence in Strategic Resource Accumulation, Colin Campbell-Hunt, Victoria U.
A Lifetime to Build, A Moment to Lose: Employment Relations as a Source of Advantage, Pat Walsh, Victoria U. of Wellington, New Zealand
National Culture as Competitive Advantage and the Arrow of Time: A Systems Perspective on the Role of Knowledge in Managing the Organisation-Environment Interface, Deborah Jones, Victoria U. of Wellington, New Zealand; John Brocklesby, Victoria U. of Wellington, New Zealand

421. Paper Session: Corporate Governance: The Effects of Ownership Structure and Boards of Directors
- 10:30-11:50 Hilton: Casson
Chair: Simon Peck, City U., London
The Impact of Board Vigilance on Top Management Team Conflict, Ann K. Buchholtz, U. of Georgia; Matthew A. Rutherford, U. of Georgia
The Value of Good Governance: Board Reputation Effects on Shareholder Wealth, Jonathan Johnson, U. of Arkansas; Dan R. Dalton, Indiana U.; Catherine M. Daily, Indiana U.; Alan E. Ellstrand, California State U., Long Beach
Discussant: Parthiban David, U. of Notre Dame

422. Paper Session: Corporate Strategy: Diversification
- 10:30-11:50 Hilton: Tom Thomson
Chair: Hao Ma, Bryant College
Determinants of Diversification in an Emerging Economy: How Unique is the Resource-Diversification Link?, Ishtiaq P. Mahmood, National U. of Singapore
Does Diversification Cause the ‘Diversification Discount’?, Belen Villalonga, U. of California, Los Angeles
Relatedness and Firm Performance in European Firms: A Comparison between Related Entropy and Resource-Based Relatedness, Georg Szeesz, U. of Saint Gallen; Margarethte F. Wiersema, U. of California, Irvine; Guenter Mueller-Stewens, U. of Saint Gallen
Discussant: Irene M. Duhaime, Georgia State U.

280. SIT: Cooperating when Competing
- 10:30-11:50 Royal York: New Brunswick

- 10:30-11:50 Royal York: Saskatchewan

283. SIT: Facilitating Organizational Learning
- 10:30-11:50 Sheraton Centre: Windsor East

Tuesday 2:00PM

423. Paper Session: The Resource-Based View: Uniqueness and Initation in Strategy
- 2:00-3:20 Hilton: Casson
Chair: Jay J. Janney, Ball State U.
Signal Victories: Should Firms Emulate Their Own or Their Rival’s Most Successful Products?, Danny Miller, Ecole des Hautes Etudes Commerciales; Jamal Shamsie, U. of California, Los Angeles; Xavier Martin, New York U.
A Second Look at First Movement: Developing a Resource Based Framework, Jamal Shamsie, U. of California, Los Angeles
A Threatening Continuum: Internal and External Influences on Threats from Imitation and Substitution within the Resource-Based View of the Firm, Jay J. Janney, Ball State U.; Gregory G. Hess, U. of Kentucky
Discussant: Susan K. McEvily, U. of Pittsburgh

195. SHCS::BPS, TIM Strategic Management of Intellectual Property
- 2:00-3:20 Royal York: Concert Hall

- 2:00-3:40 Hilton: McDonald

284. SIT: Legitimating Ambivalence and Ambiguity
- 2:00-3:20 Royal York: New Brunswick

285. SIT: Effects of Electronic Media on Strategy and Individuals
- 2:00-3:20 Sheraton Centre: Windsor West

286. SIT: Hazards of Political Power
- 2:00-3:20 Sheraton Centre: Windsor East

351. IP: Strategic Change, Learning, and Context
- 2:00-3:20 Royal York: Canadian 8
## Session Overview

**BPS Business Meeting and Awards Ceremony**
- **Tuesday 5:30PM**
  - 5:30- 6:30 Hilton: Tom Thomson

**BPS Social**
- **Tuesday 6:30PM**
  - 6:30- 7:30 Hilton: Tom Thomson

**Wednesday 8:30AM**
- **250. IS:(MOC, BPS, OMT) The Strategic Use of the Past for the Present and Future: Organizational History and Changes in Image, Identity, & Reputation**
  - 8:30- 10:20 Hilton: McDonald

**SIT: Interorganizational Networks**
- **251. SIT: Interorganizational Networks**
  - 8:30- 10:20 Sheraton Centre: Windsor West

**SIT: The Value of Social Capital**
- **252. SIT: The Value of Social Capital**
  - 8:30- 10:20 Sheraton Centre: Windsor East

### Business Policy and Strategy

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<tr>
<th>Session</th>
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<th>Title</th>
<th>Authors</th>
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<tr>
<td>352. IP: Diverse Perspectives on Firm Growth</td>
<td>Tuesday 3:40PM</td>
<td>2:00- 3:20 Royal York: Canadian 1</td>
<td>Diverse Perspectives on Firm Growth</td>
<td>Sylvia Sloan Black, Philip Bromiley, U. of North Carolina, Chapel Hill; Ann K. Buchholtz, U. of Georgia; Marta Geletkanycz, Boston College; Dawn Harris, Loyola U.; Chicago</td>
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<tr>
<td>353. IP: Technology and Strategy</td>
<td>Tuesday 3:40PM</td>
<td>2:00- 3:20 Royal York: Canadian 2</td>
<td>Technology and Strategy</td>
<td>Philip Bromiley, U. of Minnesota; Philip Bromiley, U. of Virginia; Philip Bromiley, U. of Georgia</td>
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<td>354. IP: Resources and Strategy</td>
<td>Tuesday 3:40PM</td>
<td>2:00- 3:20 Royal York: Canadian 4</td>
<td>Resources and Strategy</td>
<td>Philip Bromiley, U. of Minnesota; Philip Bromiley, U. of Virginia; Philip Bromiley, U. of Georgia</td>
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<tr>
<td>424. Division: From the Tried and True to the Very New: Sharing Expertise in Teaching Strategic Management</td>
<td>2:00- 3:20 Royal York: Canadian 1</td>
<td>3:40- 5:00 Hilton: Varley</td>
<td>From the Tried and True to the Very New: Sharing Expertise in Teaching Strategic Management</td>
<td>Sylvia Sloan Black, Philip Bromiley, U. of North Carolina, Chapel Hill; Ann K. Buchholtz, U. of Georgia; Marta Geletkanycz, Boston College; Dawn Harris, Loyola U.; Chicago</td>
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<tr>
<td>425. Paper Session: Risk Taking and Real Options</td>
<td>2:00- 3:20 Royal York: Canadian 2</td>
<td>3:40- 5:00 Hilton: Varley</td>
<td>Risk Taking and Real Options</td>
<td>Philip Bromiley, U. of Minnesota; Philip Bromiley, U. of Virginia; Philip Bromiley, U. of Georgia</td>
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<tr>
<td>426. Paper Session: The Knowledge-Based View: Organizational Learning and Knowledge Transfer</td>
<td>2:00- 3:20 Royal York: Canadian 4</td>
<td>3:40- 5:00 Hilton: Casson</td>
<td>The Knowledge-Based View: Organizational Learning and Knowledge Transfer</td>
<td>Philip Bromiley, U. of Minnesota; Philip Bromiley, U. of Virginia; Philip Bromiley, U. of Georgia</td>
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<tr>
<td>427. Meeting: BPS Business Meeting and Awards Ceremony</td>
<td>6:30- 7:30 Hilton: Tom Thomson</td>
<td>5:30- 6:30 Hilton: Tom Thomson</td>
<td>BPS Business Meeting and Awards Ceremony</td>
<td>Philip Bromiley, U. of Minnesota; Philip Bromiley, U. of Virginia; Philip Bromiley, U. of Georgia</td>
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<td>428. BPS Social</td>
<td>6:30- 7:30 Hilton: Tom Thomson</td>
<td>5:30- 6:30 Hilton: Tom Thomson</td>
<td>BPS Social</td>
<td>Philip Bromiley, U. of Minnesota; Philip Bromiley, U. of Virginia; Philip Bromiley, U. of Georgia</td>
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<tr>
<td>430. Paper Session: Strategy and Competition</td>
<td>2:00- 3:20 Royal York: Canadian 2</td>
<td>8:40- 10:20 Hilton: Casson</td>
<td>Strategy and Competition</td>
<td>Philip Bromiley, U. of Minnesota; Philip Bromiley, U. of Virginia; Philip Bromiley, U. of Georgia</td>
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<tr>
<td>431. Paper Session: Firm Boundaries and Interfirm Contractual Arrangements</td>
<td>2:00- 3:20 Royal York: Canadian 4</td>
<td>8:40- 10:20 Hilton: Varley</td>
<td>Firm Boundaries and Interfirm Contractual Arrangements</td>
<td>Philip Bromiley, U. of Minnesota; Philip Bromiley, U. of Virginia; Philip Bromiley, U. of Georgia</td>
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</table>
Chair: Anna Maj Stafsudd, Lund U.


Contractual Agreements and Outsourcing: A Modified Transaction-Cost Analysis, Jerome Barthelemy, ESCNA; Bertrand V. Quelin, HEC Management School

An Empirical Examination of Transaction- and Firm-Level Influences on the Vertical Boundaries of the Firm, Michael J. Leiblein, Ohio State U.; Doug J. Miller, Ohio State U.

Discussant: Donald E. Hatfield, Virginia Polytechnic Institute and State U.

Wednesday 10:40AM

432. Paper Session: Corporate Governance: Incentives, Ties, and Organizational Outcomes
• 10:40- 12:00 Hilton: Casson

Chair: Rosario Faraci, U. of Catania

To File or Not to File? Systemic Incentives, Corporate Control, and the Timing of the Bankruptcy Decision, William J. Donoher, Valdosta State U.

Published in Conference Proceedings

The Effects of IPO Team Ties on Investment Bank Affiliation and IPO Success, Monica C. Higgins, Harvard U.; Ranjay Gula, Northwestern U.

The Role of Institutional Investors in the Governance of Firms: A Test of Competing Power and Agency Models, Stephen Bowden, U. of Waikato, New Zealand

The Effect of Institutional Investors on Corporate Restructuring, Parthiban David, U. of Notre Dame; Rahul Kochhar, Purdue U.; Michael A. Hitt, Texas A&M U.

Discussant: Ann K. Buchholtz, U. of Georgia

433. Paper Session: Strategic Control and Reward Systems
• 10:40- 12:00 Hilton: Tom Thomson

Chair: Aswin A.C.J. van Ojen, Tilburg U.

Standardized versus Differentiated Management Control Styles in Multibusiness Firms, Wenyi Chu, National Taiwan U.

Evidence of the Strategic Use of Debt From a Sample of Italian Firms, Claudio A. Piga, U. of Nottingham

Corporate Strategy and Structure as Contingencies for Division Managers' Compensation, Jaume Franquesa, Western Michigan U.

Pay Equity and Corporate Performance, Jaume Franquesa, Western Michigan U.; K. C. O'Shaughnessy, Western Michigan U.

Discussant: Jaideep Anand, U. of Michigan

434. Paper Session: The Knowledge-Based View and Competitive Advantage
• 10:40- 12:00 Hilton: Varley

Chair: Michel Claessens, Nantes School of Management

Absorptive Capacity: A Review and Reconceptualization, Shaker A. Zahra, Georgia State U.; Gerard George, Syracuse U.

Knowledge Clusters and Competitive Advantage in Global Industries, Stephen B. Tallman, U. of Utah; Mark Jenkins, Cranfield School of Management; Nick Henry, U. of Birmingham, UK; Steven Pinch, U. of Southampton, UK

Knowledge Inventories and Managerial Myopia, Kent Miller, Purdue U.

Discussant: Melissa Appleyard, U. of Virginia

   - 12:20- 2:10 Sheraton Centre: Dominion Ballroom N

263. ☯/airplane JS: (HR, BPS) Compensation Design: New Directions for the New Times
   - 12:20- 2:10 Sheraton Centre: Conference Room D&E

264. JS: (BPS, OMT) "Flying in Formation" or "Collision Course"?: Alternative Perspectives on Competition in the Context of the Airline Industry
   - 12:20- 2:10 Sheraton Centre: Civic Ballroom
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<th>Day</th>
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<tr>
<td>Friday</td>
<td>1:00pm</td>
<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
<td>(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)</td>
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<td></td>
<td>3:00pm</td>
<td>SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>6:00pm</td>
<td>SPDW: CMSW Reception for Arriving Critics • SC:Conference Room &amp; B/C</td>
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<td>7:30am</td>
<td>Where Have We Come From? • H:Jackson</td>
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<td>8:00am</td>
<td>Where Are We Going? • H:Jackson</td>
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<td>9:30am</td>
<td>Break 1 • H:Jackson</td>
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<td>10:00am</td>
<td>SPDW: 4 Perspectives on Careers • H:Jackson</td>
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<td>1:00pm</td>
<td>SPDW: Nonprofit Management Education • RY:British Columbia</td>
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<td>2:00pm</td>
<td>SPDW: CMSW: Interpretive Methods for Critical Research • RY:Ontario</td>
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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B83
### Work Organization: Practice/Activity Theory about Critical Management Studies?

Critters

Bringing Critical Perspectives into the Classroom

Division and Careers Research

PNP, RM, SIM, TIM)

ODC, ONE, PNP, RM, SIM, TIM)

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Texas A&M U. Hosts:


Professional Development Workshop Chairs: Gayle M. Baugh, U. of West Florida; Shawn M. Carraher, Texas A&M U.

Pre-registration is appreciated but not required. Contact Gayle Baugh at (850) 474-2206 or gbaugh@uwf.edu or Shawn Carraher at (219) 980-6646 or shawn@iunbus1.iun.indiana.edu.

### Where Are We Going? The Future of the Careers Division and Careers Research?

This session will focus on the future of career theory and the Careers Division. Current developments and potential for contribution to management theory and practice will be discussed. Pre-registration is appreciated but not required. Contact Gayle Baugh at (850) 474-2206 or gbaugh@uwf.edu or Shawn Carraher at (219) 980-6646 or shawn@iunbus1.iun.indiana.edu.

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### Saturday 7:30AM

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Breakfast

- 7:30- 8:00 Royal Yorl: Ontario

### Saturday 8:00AM

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Plenary: What's Critical about Critical Management Studies?

- 8:00- 10:00 Royal Yorl: Ontario

### Saturday 8:30AM

**SPDW:** [NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM] New Doctoral Students Consortium

- 8:30- 5:00 Royal Yorl: Upper Canada

### Saturday 9:30AM

**Break 1**

- 9:30- 10:00 Hilton: Jackson

Hosts: Gayle M. Baugh, U. of West Florida; Shawn M. Carraher, Texas A&M U.

### Saturday 10:00AM

**SPDW:** [CAR, MH] Four Perspectives on Careers

- 10:00- 12:00 Hilton: Jackson

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory

- 10:00- 1:00 Royal Yorl: Ontario

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom

- 10:00-1:00 Royal Yorl: Tudor 7

### Saturday 1:00PM

**Where Are We Going? The Future of the Careers Division and Careers Research**

- 1:00- 3:00 Hilton: Jackson

### Saturday 2:00PM

**SPDW:** [PNP, CAR, HCM, MED] Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue

- 2:00- 5:00 Royal Yorl: British Columbia

### Saturday 2:30PM

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies

- 2:30- 5:30 Royal Yorl: Ontario

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy

- 2:30- 5:30 Royal Yorl: Tudor 7

### Saturday 3:00PM

**SPDW:** [CAR, RM] Careers & Theory: Open Roundtables with Editors

- 3:00- 5:00 Hilton: Tom Thomson

### Saturday 5:30PM

**SPDW:** [NDSC, BPS, CAR, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM] All Doctoral Students Reception

- 6:00- 8:00 Royal Yorl: Upper Canada

### Saturday 7:00AM

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW: Social Time

- 7:30- 8:30 Royal Yorl: Ballroom

### Sunday 7:00AM

**SPDW:** [CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Organizational Meeting and Breakfast

- 7:00- 8:00 Royal Yorl: Ballroom

### Sunday 8:00AM

**A Science Base for the Art of Talent Pool and Career Development**

- 8:00- 12:00 Royal Yorl: Prince Edward Island
Academe Management Journals: Problems and Prospects

Chair: Shawn M. Carraher, Texas A&M U.; Gayle M. Baugh, U. of West Florida
Facilitator: Bonnie S. O'Neill, Marquette U.
Welcome: Shawn M. Carraher, Texas A&M U.
Keynote Speaker: Elliott Jaques, George Washington U.

   - 8:00- 10:30 Royal York: Ballroom

123. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
   - 8:00- 10:30 Royal York: Ballroom

Sunday 8:15AM

442. Assessment of Capability of Graduate Recruits
   - 8:15- 10:00 Royal York: Newfoundland
   Chairs: Shawn M. Carraher, Texas A&M U.; Gayle M. Baugh, U. of West Florida
   Facilitator: Cuthbert Scott, Indiana U.
   Keynote Speaker: Kathryn Cason, Cason Hall & Co.

Sunday 10:00AM

130. SPDW:(IM, MED, CAR) How International Members Can Become Leaders in the Academy of Management
   - 10:00- 12:00 Sheraton Centre: Conference Room G

Sunday 10:30AM

134. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   - 10:30- 12:00 Royal York: Ballroom

Monday 8:00AM

443. Division Welcome and Breakfast
   - 8:00- 8:30 Sheraton Centre: Elgin
   For Division Members, Prospective Members, and Friends
   Division Chair: Hugh Gunz, U. of Toronto
   Program Chair: Maury A. Peiperl, London Business School

Monday 8:30AM

444. Paper Session: The Continuing Evolution of the Career Path
   - 8:30- 10:10 Sheraton Centre: Elgin
   Chair: Veronica M. Godshalk, Pennsylvania State U., Great Valley
   *Is the Traditional Career Path for Managers Really Gone? Evidence from a Longitudinal Study of MBAs* Frieda Reitman, Pace U.; Joy A. Schneer, Rider U.
   *Organizational and Individual Determinants of Atypical Employment: The Case of Multiple Jobholding and Self-employment* Gilles Simard, U. du Québec à Montréal; Denis Chénévert, U. du Québec à Montréal; Michel Tremblay, HEC/CIRANO, Montreal
   *Correlates and Consequences of Job Changes: An Examination of Executive Career Migration* Robin A. Cheramie, Louisiana State U.; Michael C. Sturman, Louisiana State U.
   *Who Gets Ahead? A Longitudinal Study of Biodata, Personality, and Career Success* Christine Marie Riordan, U. of Georgia; Robert D. Gatewood, U. of Georgia; Mark A. Ciavarella, U. of Georgia; Joseph G. Gerard, U. of Georgia; Matthew A. Rutherford, U. of Georgia; Bryan S. Schaffer, U. of Georgia; Garnett S. Stokes, U. of Georgia
   Discussant: Kerr Inkson, Massey U., New Zealand

207. SIT: (CAR, MED) The New Leadership Career as Vocation or Calling: A Conversation between Management and Spirituality
   - 8:30- 10:20 Royal York: New Brunswick

SIT: Predicting with Personality
   - 8:30- 10:20 Royal York: New Brunswick

Monday 10:40AM

213. SJS: (CAR, HR) Organizational Mentoring Relationships: Multiple Perspectives on the Role of Time
   - 10:40- 12:00 Sheraton Centre: Conference Room D&E

270. SIT: When Organizations are Perceived as Supportive
   - 10:40- 12:00 Royal York: New Brunswick

Monday 12:20PM

445. Paper Session: Time to Work, Time to Live: Balance and Imbalance Revisited
   - 12:20- 2:10 Sheraton Centre: Elgin
   Chair: Fiona A. E. McQuarrie, U. College Fraser Valley
   *When Work and Family Collide: Choices and Conflict Between Competing Role Demands* Jeffrey H. Greenhaus, Drexel U.; Gary N. Powell, U. of Connecticut
   Published in Conference Proceedings

Work-nonwork Conflict and the Phenomenology of Time: Beyond the Balance Metaphor
   Jeffrey Thompson, Miami U. of Ohio; J. Stuart Bunderson, Washington U.

Workaholism in Organizations and Emotional Well-being: Testing a Comprehensive Model
   Ronald J. Burke, York U.

2 The Times of Our Lives: Where We Work, Learn, and Play
   Jane V. Wheeler, Bowling Green State U.
   Discussant: Lillian T. Eby, U. of Georgia

Monday 2:30PM

273. SIT: Perceiving Justice
   - 2:30- 3:50 Sheraton Centre: Windsor East

313. IP: Today's Careers - Fluid, Not Solid
   - 2:30- 3:50 Royal York: Canadian 2

Tuesday 8:30AM

446. Paper Session: Should I Stay or Should I Go: Perspectives on Loyalty and Job Change
   - 8:30- 10:10 Sheraton Centre: Elgin
   Chair: Barbara A. Ribbens, Western Illinois U.
   *The Importance of Organizational Justice in Career Decisions* Silvia Bagdadi, Bocconi U.; Francesco Giovanni Paolletti, U. of Macerata
   Winner of Careers Division Best Paper Award
   Published in Conference Proceedings

The Paradox of the New Employment Relationship: an Empirical Investigation of Executive Commitment
   Elizabeth A. Craig, U. of Pennsylvania; John R. Kimberly, U. of Pennsylvania/INSEAD; Hamid Bouchikhi, ESSEC, France

Careerism: Function of Age or an Adaptive Response to Organisational Career Development Systems?
   Krystyna Joanna Zaleska, London Business School; Lynda Gratton, London Business School
Antecedents of Employee Professional Participation and Its Relationship to Organizational Withdrawal Intent, Gary Blau, Temple U.

Discussant: Gayle M. Baugh, U. of West Florida

Tuesday 10:30AM

346. IP: Decisions on Mentoring and Moving
- 10:30- 11:50 Royal York: Canadian 7

Tuesday 3:40PM

- 3:40- 5:00 Sheraton Centre: Elgin
Chair: Jay Mahoney, Montclair State U.
The Benefits of Meaningful Leisure Activity in Coping with Unemployment, Lea Waters, U. of Melbourne
Underemployment Among Downsized Executives: Test of a Mediated Effects Model, Daniel C. Feldman, U. of South Carolina; Carrie R. Leana, U. of Pittsburgh; Mark C. Bolino, U. of Notre Dame
Contingent Employment in Academe: A Field Study of How Adjunct Faculty Experience Their Careers, Daniel C. Feldman, U. of South Carolina; William H. Turnley, Kansas State U.
Discussant: Romila Singh, Drexel U.

246. ☉ ☄ JS:(MED, SIM, CAR) Personal and Organizational Transformation and the Search for Meaning at Work in Turbulent Times
- 3:40- 5:20 Hilton: McDonald

287. SIT: Extending the Psychological Contract
- 3:40- 5:20 Royal York: Saskatchewan

Tuesday 5:30PM

448. Meeting: Division Business Meeting
- 5:30- 7:00 Sheraton Centre: Elgin
Including presentation of Division awards followed by food and festivities
Division Chair: Hugh Gunz, U. of Toronto
Division Chair-Elect: Jay Mahoney, Montclair State U.

Tuesday 7:00PM

449. Division Social "Hour"
- 7:00- 9:00 Sheraton Centre: Elgin
Chair: Maury A. Peiperl, London Business School

Wednesday 8:30AM

450. Division: Dreaming, Teaming and Mainstreaming: Re-integrating Careers Research
- 8:30- 10:20 Sheraton Centre: Elgin
Careers research continues to grow and expand. But what are researchers from other fields doing that relates to careers (answer: more and more) and how can, or should, we link with them?
Moderator: Maury A. Peiperl, London Business School
Participants: Hugh Gunz, U. of Toronto; Douglas T. Hall, Boston U.; Monica C. Higgins, Harvard U.; Cherlyn S. Granrose, Berry College
Discussant: Phillip H. Mirvis, Independent Consultant

199. ☉ ☄ SHCS:(OB, HR, CAR) Time Use, Flexibility, and Identity: Challenging Traditional Schedules and Career Structures in Organizations
- 8:30- 10:20 Sheraton Centre: Ballroom West
## Conflict Management

**Program Chair:** Judi McLean Parks, Washington U.
**Professional Development Workshop Chair:** Karen A. Jehn, U. of Pennsylvania

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### Floor Plans
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<td>SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory</td>
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<td>SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom</td>
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<td>SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies</td>
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<td>SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy</td>
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<td><strong>2:30- 5:30 Royal York: Tudor 7</strong></td>
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<td>SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables</td>
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<td><strong>5:30- 7:30 Royal York: Ballroom</strong></td>
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<td>SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time</td>
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<td><strong>7:30- 8:30 Royal York: Ballroom</strong></td>
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<td>SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast</td>
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<td><strong>7:00- 8:00 Royal York: Ballroom</strong></td>
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<td><strong>8:00- 10:30 Royal York: Ballroom</strong></td>
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<td>SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe</td>
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<td><strong>8:00- 10:30 Royal York: British Columbia</strong></td>
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<td>Sunday</td>
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<td><strong>8:30AM</strong></td>
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<td><strong>8:30- 10:00 Royal York: New Brunswick</strong></td>
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<tr>
<td>190</td>
<td>SHCS:(CM, OB, SIM) Ethics in Conflict and Negotiation</td>
<td>Monday 5:30PM</td>
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<tr>
<td>456</td>
<td>Meeting: Conflict Management Division Business Meeting</td>
<td>Monday 6:35PM</td>
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<tr>
<td>231</td>
<td>JS:(GDO, CM, OB) Exploring the Conflict Dynamics of Faultline Structures in Diverse Work Groups</td>
<td>Tuesday 8:30AM</td>
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</tbody>
</table>

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
### Wednesday 8:30AM

#### 253. JS: (CM, OB, OMT) Negative Relationships in Social Networks in the Workplace
- 8:30 - 10:20 Royal York: Alberta

### Wednesday 10:40AM

#### 451. Symposium: In One Way and Out the Other II: The Negotiation Process as a Site for Transformation
- 10:40 - 12:00 Royal York: Confederation 4
  - Chairs: Deborah M. Kolb, Simmons College; Kathleen Valley, Harvard U.
  - In One Way and Out the Other II: An Improvisational Perspective, Kathleen Valley, Harvard U.
  - In One Way and Out the Other II: A Perspective of Ethics, In One Way and Out the Other II: A Decision-Analysis Perspective, Max H. Bazerman, Northwestern U./Harvard U.
  - In One Way and Out the Other II: A Co-Constructionist Perspective, Deborah M. Kolb, Simmons College; Linda L. Putnam, Texas A&M U.
  - Discussant: Sara Cobb, Harvard U.

#### 294. SIT: Mapping Archetypes and Cognitions
- 10:40 - 12:00 Royal York: Saskatchewan

#### 382. IP: Conflict, Culture and Gender
- 10:40 - 12:00 Royal York: Canadian 3
# Entrepreneurship

**Program Chair:** Thomas J. Dean, U. of Colorado, Boulder  
**Professional Development Workshop Chair:** Alex Stewart, Texas Tech U.

<table>
<thead>
<tr>
<th>Day</th>
<th>Start Time</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td><strong>Friday</strong></td>
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<tr>
<td></td>
<td>1:00pm</td>
<td>Entrep. Doctoral Consortium • RY:Manitoba</td>
<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td></td>
<td>2:00pm</td>
<td>Diversity of Endowed Positions • RY:York</td>
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<td>3:00pm</td>
<td>Snacks • RY:York</td>
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<td>3:30pm</td>
<td>History of the Entrep. Field • RY:York</td>
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<td>4:30pm</td>
<td>NSF Funding Opportunities • RY:York</td>
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<td>5:00pm</td>
<td>Entrep. New Faculty Consortium • RY:Manitoba</td>
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<td>SPDW: CMSW Reception for Arriving Critters • SC:Conference Room &amp; B</td>
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<td>7:30am</td>
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<td>SPDW: CMSW Breakfast • RY:Ontario</td>
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<td>8:00am</td>
<td>Ph.D. Ed. in Entrepreneurship • RY:York</td>
<td>SPDW: CMSW: What’s Critical? • RY:Ontario</td>
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<td>8:30am</td>
<td>U.S. Nat. Survey of Entrep. Ed. • RY:Salon A</td>
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<td>Entrep. Doctoral Consortium • RY:Confederation 4</td>
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<td>9:00am</td>
<td>Entrep. New Faculty Consortium • RY: Saskatchewan</td>
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<td>10:00am</td>
<td>Exemplary Teaching Programs • RY:York</td>
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<td>11:00am</td>
<td>Int. Entrep. Finance: HBS Course • RY: Nova Scotia</td>
<td>SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<td></td>
<td>12:00pm</td>
<td>Endowed Chairs Luncheon • RY:New Brunswick</td>
<td>SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
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<td>1:00pm</td>
<td>Math. Approaches to Entrep. Res. • RY: Jasper 1-266</td>
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<td>1:30pm</td>
<td>Nat. Culture &amp; Ent. in Est. Firms • RY: Nova Scotia</td>
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<td></td>
<td>2:30pm</td>
<td></td>
<td>SPDW: CMSW: Interpretive Methods for Critical Research • RY:Ontario</td>
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<td>3:00pm</td>
<td>Strat. Alliances for X-Nat. Res. • RY: Jasper 1-266</td>
<td>SPDW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<td>5:30pm</td>
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<td>SPDW: Structural Hole Opportunities • RY:Confederation 5</td>
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<td>6:30pm</td>
<td>Entrep. Social Event • Off:Bata Shoe Museum</td>
<td>SPDW: CMSW Reception and Roundtables • RY: Ballroom</td>
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<td>7:00pm</td>
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<td>SPDW: CMSW Social Time • RY: Ballroom</td>
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<td>SPDW: CMSW Organizational Meeting and Breakfast • RY: Ballroom</td>
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<td>8:00am</td>
<td>Entrep. Doctoral Consortium • RY:Confederation 4</td>
<td>SPDW: CMSW: Critical Research in the Management Journals • RY: Ballroom</td>
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<td>8:30am</td>
<td>Non-traditional Faculty • RY: Library</td>
<td>SPDW: CMSW: Gender, Work, and Employment in Academia • RY: British Columbia</td>
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<td>9:00am</td>
<td>Entrep. New Faculty Consortium • RY: Saskatchewan</td>
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<td>Award-winning Disser’s &amp; Careers • RY:Jasper 1-266</td>
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<td>10:30am</td>
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<td>SPDW: Aldrich as Author Meets Critics • RY: Territories</td>
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<td>10:30am</td>
<td>Ent'ship Division Welcome • RY: Confederation 6</td>
<td>SPDW: CMSW Pleinay Speaker: Doug Penwood • RY: Ballroom</td>
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<td>9:00am</td>
<td>New Venture Globalization • RY: Confederation 6</td>
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<td>Strategy, Environ. &amp; Performance • RY: Confederation 6</td>
<td>SIT: Outsourcing • RY: Saskatchewan</td>
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<td>12:20pm</td>
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<td>SIT: Outsourcing • RY: Saskatchewan</td>
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<td>Entrepreneurship and the Internet • RY: Confederation 6</td>
<td>SIT: Outsourcing • RY: Saskatchewan</td>
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<td>Academy Paper Review Process • RY: Confederation 6</td>
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<td>Determinants of New Firm Failure • RY: Confederation 6</td>
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<td>Entrep. Business Meeting • RY: Confederation 6</td>
<td>SIT: Ownership Make a Difference? • RY: Saskatchewan</td>
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<td>6:30pm</td>
<td>Entrep. Entrepreneurship Social Hour • RY: Upper Canada</td>
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<td>Ent'ship in Existing Firms • RY: Confederation 6</td>
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<td>10:30am</td>
<td>Alliance Partners and Structures • RY: Confederation 6</td>
<td>SIT: Husbands and Wives • SC: Windsor West</td>
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<td>2:00pm</td>
<td>New Venture Formation • RY: Confederation 6</td>
<td>SIT: Theory and Models • RY: Canadian 2</td>
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<td>Opportunity Recognition • RY: Confederation 6</td>
<td>SIT: Hazards of Political Power • SC: Windsor East</td>
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<td>SIT: Sustainable Entrepreneurship • RY: Tudor 7</td>
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<td>Entrepreneurial Decision-Making • RY: Confederation 6</td>
<td>SIT: Inventiveness and Innovation • RY: New Brunswick</td>
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<td>10:40am</td>
<td>VC: Entrepreneur Relationship • RY: Confederation 6</td>
<td>SIT: Shared Cognition and Sensemaking • RY: Saskatchewan</td>
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<td>12:30pm</td>
<td>Social Capital, Networks &amp; Ent'ship • RY: Confederation 6</td>
<td>SIT: Interorganizational Networks • SC: Windsor West</td>
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</table>

**Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Friday 1:00PM

462. **Entrepreneurship Division Doctoral Consortium**
- 1:00- 5:00 Royal York: Manitoba
  Organizer: Timothy M. Stearns, California State U., Fresno
  Coordinator: Candida G. Brush, Boston U.

81. **SPDW:**CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Doctoral Workshop**
- 1:00- 6:00 Sheraton Centre: Norfolk

Friday 2:00PM

463. **The Diversity of Approaches to Endowed Chairs**
- 2:00- 3:00 Royal York: York
  Organizer: Jerome A. Katz, Saint Louis U.
  Presenter: Max Wortman, Iowa State U.

Friday 3:00PM

464. **Refreshment Break 1**
- 3:00- 3:30 Royal York: York
  Welcome: Alex Stewart, Texas Tech U.

82. **SPDW:**CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Junior Faculty Workshop**
- 3:00- 6:00 Sheraton Centre: York

Friday 3:30PM

465. **An Historical Perspective on the Entrepreneurship Field**
- 3:30- 4:30 Royal York: York
  Coordinator: Arnold C. Cooper, Purdue U.
  Presenters: Charles W. Hofer, U. of Georgia; Donald L. Sexton, Kaufman Foundation

Friday 4:30PM

466. **Why Not Give It a Try? NSF Funding**
  Opportunities for Entrepreneurship Researchers
- 4:30- 5:30 Royal York: York
  Presenter: Mariann Jelinek, NSF

Friday 5:00PM

467. **Entrepreneurship Division New Faculty Consortium**
- 5:00- 7:00 Royal York: Manitoba
  Organizer: Patricia G. Greene, U. of Missouri, Kansas City
  Presenters: Myra M. Hart, Harvard U.; Phillip H. Phan, Rensselaer Polytechnic Institute

Friday 6:00PM

85. **SPDW:**CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception for Arriving Critters**
- 6:00- 9:00 Sheraton Centre: Conference Room B&C

Saturday 7:30AM

86. **SPDW:**BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Breakfast**
- 7:30- 8:00 Royal York: Ontario

Saturday 8:00AM

468. **Task Force on Doctoral Education in Entrepreneurship: An Update**
- 8:00- 9:00 Royal York: York

Chair: Candida G. Brush, Boston U.
Presenter: Irene M. Duhaime, Georgia State U.

Saturday 8:30AM

469. **Preliminary Results of the 1999-2000 National Survey of Entrepreneurship Education**
- 8:00- 9:00 Royal York: Salon A
  Organizer: George Solomon, George Washington U.

90. **SPDW:**CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Plenary: What's Critical about Critical Management Studies?**
- 8:00- 10:00 Royal York: Ontario

Saturday 9:00AM

470. **Entrepreneurship Doctoral Consortium**
- 8:30- 10:00 Royal York: Confederation 4
  Organizer: Timothy M. Stearns, California State U., Fresno
  Coordinator: Candida G. Brush, Boston U.

471. **Entrepreneurship New Faculty Consortium**
- 8:30- 5:00 Royal York: Saskatchewan
  Organizer: Patricia G. Greene, U. of Missouri, Kansas City
  Presenters: Myra M. Hart, Harvard U.; Phillip H. Phan, Rensselaer Polytechnic Institute

Saturday 9:30AM

472. **Common and Uncommon Features of Exemplary Teaching Programs in Entrepreneurship: Lessons from Award Winners**
- 9:00- 10:00 Royal York: York
  Organizer: Connie Marie Gaglio, San Francisco State U.

Saturday 10:00AM

473. **The McGraw-Hill Irwin Innovation in Entrepreneurship Pedagogy Award Winner**
- 10:00- 11:30 Royal York: York
  Organizer: Connie Marie Gaglio, San Francisco State U.

101. **SPDW:**CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory**
- 10:00- 1:00 Royal York: Ontario

102. **SPDW:**CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom**
- 10:00- 1:00 Royal York: Tudor 7

Saturday 11:00AM

474. **International Entrepreneurial Finance: Conceptual and Pedagogic Foundations of a New Course**
- 11:00- 12:00 Royal York: Nova Scotia
  Facilitator: A. Rebecca Reuber, U. of Toronto
  Presenter: Walter Kuenzler, Harvard U.

Saturday 12:00PM

475. **Council of Endowed Chairs Annual Luncheon**
- 12:00- 1:30 Royal York: New Brunswick
  Organizer: Jerome A. Katz, Saint Louis U.

Saturday 1:00PM

Legend: ǂ= theme, ��= teaching, ��= management practice, ��=international, Other abbreviations p. A38 - 39
Entrepreneurship Research

Entrepreneurial Activities in Established Companies

Organizer: Sharon Gifford, Rutgers U.; Maria Minniti, Babson College; Gilles Reinhardt, U. of Alberta; Michael Armstrong, Royal Military College of Canada

Saturday 1:30PM

111. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies

Chair: Heike Bruch, London Business School; Bahman Ebrahim; U. of Denver; Gerard George, Syracuse U.; Miri Lerner, Tel-Aviv U.; Per Davidsson, Jonkoping International Business School

Saturday 2:30PM

112. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy

Chair: Shaker A. Zahra, Georgia State U.

Saturday 3:00PM

113. SPDW: (ENT, OMT) Structural Holes Analysis of Entrepreneurial Opportunities: A Workshop

Chair: Dianne L. Wingham, Edith Cowan U.; Frank Hoy, U. of Texas, El Paso; Claes Hultman, Orebro U.; Per Davidsson, Jonkoping International Business School

Saturday 5:30PM

115. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables

Chair: K. Mark Weaver, U. of Alabama, Tuscaloosa

Saturday 6:30PM

117. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time

Chair: Alex Stewart, Texas Tech U.

Sunday 7:00AM

118. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast

Chair: Charles W. Hofer, U. of Georgia

Sunday 8:00AM

480. Entrepreneurship Division Doctoral Consortium - Sunday

Organizer: Timothy M. Stearns, California State U., Fresno

Sunday 8:30AM

481. Non-Traditional Faculty and the Growing Action Orientation of Schools of Business

Chair: Norris F. Krueger Jr, Boise State U.

Thursday 12:00PM


Chair: Norris F. Krueger Jr, Boise State U.

Saturday 9:00AM

482. Entrepreneurship Division New Faculty Consortium - Sunday

Chair: Norris F. Krueger Jr, Boise State U.

Thursday 12:00PM

123. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe

Chair: Norris F. Krueger Jr, Boise State U.

Sunday 10:30AM

132. SPDW: (ENT, OMT) Organizations Evolving: The Author Meets the Critics

Chair: Norris F. Krueger Jr, Boise State U.

Sunday 11:00AM

134. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."

Chair: Norris F. Krueger Jr, Boise State U.

Sunday 11:30AM

484. Entrepreneurship Division Welcome

Chair: Norris F. Krueger Jr, Boise State U.

Sunday 9:00AM

269. SIT: Outsourcing and Human Resources Management

Chair: Norris F. Krueger Jr, Boise State U.
Responding to Industry Consolidation in Fragmented Industries: Which Distinctive Competencies Matter?

When do Ethics and Integrity Matter?

Succeeding in Uncertain Environments

Does Ownership Make a Difference?

Entrepreneurship Social Hour

Entrepreneurship: A Multi-Industry Perspective

Moren Levesque, Rensselaer Polytechnic Institute

David L. Deeds, Case Western Reserve U.

Jeffrey E. McGee, U. of Texas, Arlington; Christopher Shook, U. of Missouri, Kansas City

The Emerging Organizational Community Around Web-based Application Service Providers, Howard E. Aldrich, U. of North Carolina, Chapel Hill; Annette Fortune, Duke U.

New and Small E-Commerce Ventures: The Importance of Legitimacy and Trust, Gregory B. Murphy, U. of Nebraska, Omaha; Dennis L. Smart, U. of Nebraska, Omaha

Niche Portals: Internet Oxymoron or Brave New Entrepreneurship Strategy?, G. T. Lumpkin, U. of Illinois, Chicago; Robert P. Singh, U. of the Pacific

The Persistence Over Time of the Effect of Founder’s Human Capital on the Survival of New Small Firms, Thomas Astebro, U. of Waterloo; Gongyue Chen, U. of Waterloo

Published in Conference Proceedings

The Impact of Internet Usage and Technology Involvement on Internationalization among Entrepreneur-Led Family Businesses: A Multi-Industry Perspective, Peter S. Davis, U. of Memphis; Paula D. Har vestedon, Berry College

Discussant: Robert Hill, California State U., Fresno

Monday 2:30PM

489. Paper Session: Determinants of New Firm Failure: Liability of Newness, Human Capital and Real Options

Chair: Keith H. Brigham, U. of Colorado, Boulder; G. Dale Meyer, U. of Colorado, Boulder; Nancy Upton, Baylor U.

Learning from Failure: A Firm-level Analysis of the Liability of Newness, Stewart Thornhill, York U.; Raphael Amit, U. of Pennsylvania

Published in Conference Proceedings

3A New Venture's Honeymoon Period: Knowledge, Resources and Real Options Reasoning, Young-Rok Choi, Rensselaer Polytechnic Institute; Mark T. Shanley, Purdue U.

Published in Conference Proceedings

The Persistence Over Time of the Effect of Founder’s Human Capital on the Survival of New Small Firms, Thomas Astebro, U. of Waterloo; Gongsu Chen, U. of Waterloo

Discussant: Charles E. Bamford, Texas Christian U.

Tuesday 8:50AM

491. Entrepreneurship Social Hour

6:30 - 8:00 Royal York: Upper Canada
Entrepreneurship

492. **Paper Session: Entrepreneurship in Existing Firms:**

**Issues and Outcomes**
- 8:50- 10:10 Royal York: Confederation 6
  - Chair: Thomas Douglas, Clemson U.

**Impacts of Corporate Entrepreneurship-related Contingencies on Organizational Wealth Creation, Growth, and Profitability: An Empirical Investigation.** Bostjan Antonic, U. of Ljubljana/Case Western Reserve U.; Robert D. Hisrich, Case Western Reserve U.

**Privatization Process and Corporate Entrepreneurship in Former Monopolies: A Model for Developed Countries.** Jean-Philippe Bonardi, Tulane U.; Bertrand V. Quelin, HEC Management School

**Discussant:** Hugh O'Neill, U. of North Carolina

**Tuesday 10:30AM**

493. **Paper Session: Determinants of Alliance Partners and Structures**

- 10:30- 11:50 Royal York: Confederation 6
  - Chair: Sharon A. Alvarez, Ohio State U.
  - An Examination of the Antecedents of Equity and Non-Equity Investments in US Biotechnology Firms by Foreign and Domestic Corporate Partners. Joseph E. Coombs, James Madison U.; David L. Deeds, Case Western Reserve U.; Shreeram Mudambi, Case Western Reserve U.
  - Firm Legitimacy and Cooperative Agreements: Evidence From Initial Public Stock Offerings. Timothy S. Reed, U. of Colorado, Boulder; Kurt Heppard, United States Air Force Academy

**Predicting the Choice of Alliance Structure: A Cross-National Exploration of the Role of Technological and Environmental Uncertainty.** K. Mark Weaver, U. of Alabama, Tuscaloosa; Pat H. Dickson, U. of Louisville

**The Evolution of Incumbent-New Entrant Relations in the Biotechnology Industry.** Ha Hoang, Case Western Reserve U.

**Discussant:** R. Duane Ireland, Baylor U.

**282. SIT: Husbands and Wives**

- 10:30- 11:50 Sheraton Centre: Windsor West

**342. IP: Entrepreneurship: Theory and Models**

- 10:30- 11:50 Royal York: Canadian 2

**Tuesday 2:00PM**

494. **Paper Session: New Venture Formation: Determinants and Processes**

- 2:00- 3:20 Royal York: Confederation 6
  - Chair: David L. Deeds, Case Western Reserve U.
  - The Role of Social and Human Capital Among Nascent Entrepreneurs. Benson Honig, U. of Haifa; Per Davidsson, Jonkoping International Business School


**The Role of Cognitive Mechanisms for Predicting New Venture Formation.** Gideon D. Markman, Rensselaer Polytechnic Institute; David B. Balkin, U. of Colorado, Boulder; Robert A. Baron, Rensselaer Polytechnic Institute

**Discussant:** G. T. Lumpkin, U. of Illinois, Chicago

**288. SIT: Inventiveness and Innovation**

- 3:40- 5:20 Royal York: Tudor 7

**298. SIT: Interorganizational Networks**

- 8:30- 10:20 Royal York: Saskatchewan

**Wednesday 8:30AM**

**299. SIT: Shared Cognition and Sensemaking**

- 8:30- 10:20 Royal York: Windsor West

**Wednesday 8:50AM**

496. **Paper Session: Entrepreneurial Cognition, Discretion and Decision-Making**

- 8:50- 10:20 Royal York: Confederation 6
  - Chair: Craig Turner, Melbourne U. of Technology Strategic Theories of Entrepreneurs and Executives: Comparisons, Consequences, Covariates and Contingencies of Executives’ Theories of Firm Performance. Cynthia S. Cycyota, U. of Texas, Arlington; David A. Harrison, U. of Texas, Arlington

Published in Conference Proceedings
Taming the Beast or Running Wild?: An Exploration of Entrepreneurial Discretion, Mark A. Ciavarella, U. of Georgia


Discussant: Robert A. Baron, Rensselaer Polytechnic Institute

Wednesday 10:40AM

497. Paper Session: The Venture Capitalist - Entrepreneur Relationship and Impacts on the Entrepreneurial Process

- 10:40-12:00 Royal York: Confederation 6

Chair: Mary Kay Sullivan, Maryville College

When Adaptation Fails: A Genetic Algorithm Perspective on Negotiating Financial Contracts for Entrepreneurial Ventures, Christoph Zott, INSEAD

The Changing Levers of Venture Capitalist/Entrepreneur Negotiations: Drivers of Valuation of New Ventures Seeking Capital, Andrew Zacharakis, Babson College; Dean Andrew Shepherd, U. of Colorado, Boulder

Venture Capital and the Birth of the Local Area Networking Industry, Urs von Burg, U. of Saint Gallen; Martin Kenney, U. of California, Davis

Discussant: Douglas Dean Moesel, U. of Missouri, Columbia

202. SHCS:(BPS, ENT) Entrepreneurship Through Knowledge Transfer

- 10:40-12:00 Sheraton Centre: Ballroom East

380. IP: Complexity, Change, and Vision in the Entrepreneurial Process

- 10:40-12:00 Royal York: Canadian 1

381. IP: Entrepreneurs' Behavior

- 10:40-12:00 Royal York: Canadian 2

Wednesday 12:30PM

498. Paper Session: Social Capital, Networks and Entrepreneurship

- 12:30-2:10 Royal York: Confederation 6

Chair: Andrew C. Corbett, U. of Colorado, Boulder


Patterns of Multidimensionality in Embedded Network Ties of Emerging Entrepreneurial Firms, Julie M. Hite, Brigham Young U.

Published in Conference Proceedings

Railbirds, Scouts, and Independent Booksellers: The Role of Social Community in New Business Creation, Marc Weinstein, U. of Oregon


Discussant: Lene Foss, Norwegian Institute of Fisheries and Aquaculture Ltd.
## Gender and Diversity in Organizations
### Program Chair: Ellen Ernst Kossek, Michigan State U.
### Professional Development Workshop Chair: Audrey Murrell, U. of Pittsburgh

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<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>1:00pm</td>
<td>SPDW: Successful Women Worldwide: A New Time for Understanding • SC:Conference Room G</td>
<td>76  SPDW: Successful Women Worldwide: A New Time for Understanding • SC:Conference Room G</td>
</tr>
<tr>
<td>3:00pm</td>
<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
<td>31  SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<tr>
<td>5:00pm</td>
<td>SPDW: CMSW Junior Faculty Workshop • SC:York</td>
<td>32  SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<tr>
<td>6:00pm</td>
<td>SPDW: CMSW Reception for Arriving Critters • SC:Conference Room B&amp;C</td>
<td>83  SPDW: CMSW Reception for Arriving Critters • SC:Conference Room B&amp;C</td>
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<tr>
<td>8:00pm</td>
<td>Social Hour and Networking • RY:Quebec</td>
<td>500  Social Hour and Networking • RY:Quebec</td>
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<tr>
<td>7:30am</td>
<td>GDO Doctoral Consortium Breakfast • RY:Nova Scotia</td>
<td>50  GDO Doctoral Consortium Breakfast • RY:Nova Scotia</td>
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<tr>
<td>8:00am</td>
<td>GDO Doctoral Consortium What's Critical? • RY:Ontario</td>
<td>50  GDO Doctoral Consortium What's Critical? • RY:Ontario</td>
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<tr>
<td>8:30am</td>
<td>SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
<td>50  SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
</tr>
<tr>
<td>9:00am</td>
<td>Alternative Careers within Academia • RY:Nova Scotia</td>
<td>502  Alternative Careers within Academia • RY:Nova Scotia</td>
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<tr>
<td>10:00am</td>
<td>SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
<td>101 SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
</tr>
<tr>
<td>10:30am</td>
<td>SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
<td>102 SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
</tr>
<tr>
<td>12:30pm</td>
<td>SPDW: CMSW: Organizational Meeting and Breakfast • RY:Ballroom</td>
<td>504  SPDW: CMSW: Organizational Meeting and Breakfast • RY:Ballroom</td>
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<tr>
<td>3:00pm</td>
<td>SPDW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
<td>506  SPDW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<tr>
<td>5:30pm</td>
<td>GDO Preconference Reception • RY:Nova Scotia</td>
<td>50  GDO Preconference Reception • RY:Nova Scotia</td>
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<tr>
<td>6:00pm</td>
<td>SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
<td>116 SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
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<tr>
<td>7:00pm</td>
<td>SPDW: CMSW: Social Time • RY:Ballroom</td>
<td>117 SPDW: CMSW: Social Time • RY:Ballroom</td>
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<tr>
<td>8:00am</td>
<td>SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom</td>
<td>118 SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom</td>
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<tr>
<td>10:00am</td>
<td>SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
<td>122 SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
</tr>
<tr>
<td>10:30am</td>
<td>SPDW: Backlash, Academia and Change • RY:Tudor 7</td>
<td>122 SPDW: Backlash, Academia and Change • RY:Tudor 7</td>
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<tr>
<td>7:00am</td>
<td>GDO Division Welcome Breakfast • RY:York</td>
<td>507  GDO Division Welcome Breakfast • RY:York</td>
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<tr>
<td>8:30am</td>
<td>Identity Orientation and Stigmatization • RY:York</td>
<td>508  Identity Orientation and Stigmatization • RY:York</td>
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<tr>
<td>10:40am</td>
<td>The Social Construction of Difference • RY:York</td>
<td>100 SHCS: 1904 Westinghouse Films • SC:Dominion Ballroom N</td>
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<tr>
<td>12:20pm</td>
<td>Understanding Gender in Managerial Contexts • RY:York</td>
<td>105 JS: Gender in Negotiation • RY:Territories</td>
</tr>
<tr>
<td>2:30pm</td>
<td>Distinguished GDO Research Panel Reflections • RY:York</td>
<td>311 SPDW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<tr>
<td>4:10pm</td>
<td>GDO Division Business Meeting • RY:York</td>
<td>277 JS: Demographics in Work Groups • RY:Alberta</td>
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<tr>
<td>5:30pm</td>
<td>GDO Division Business Meeting • RY:York</td>
<td>277 JS: Demographics in Work Groups • RY:Alberta</td>
</tr>
<tr>
<td>6:30pm</td>
<td>GDO Division Social Hour • RY:York</td>
<td>277 JS: Demographics in Work Groups • RY:Alberta</td>
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<tr>
<td>8:30am</td>
<td>Lucent Technologies Executive Speech • RY:York</td>
<td>278 JS: Reaching for the Rainbow • RY:Alberta</td>
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<tr>
<td>10:30am</td>
<td>Organizational Diversity • RY:York</td>
<td>279 JS: The Power of Time • SC:Windsor East</td>
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<tr>
<td>2:00pm</td>
<td>Persistence of Discrimination in Employment • RY:York</td>
<td>280 JS: Gender in Negotiation • RY:Territories</td>
</tr>
<tr>
<td>3:40pm</td>
<td>Cultural Influences on Work and Family • RY:York</td>
<td>281 JS: The Power of Time • SC:Windsor East</td>
</tr>
<tr>
<td>8:30am</td>
<td>Beautyism, Stigma, and Discrimination • RY:York</td>
<td>281 JS: The Power of Time • SC:Windsor East</td>
</tr>
<tr>
<td>10:40am</td>
<td>Gender and Racial and Ethnic Differences in Psychological Responses • RY:York</td>
<td>281 JS: The Power of Time • SC:Windsor East</td>
</tr>
<tr>
<td>12:20pm</td>
<td>Women, Careers, Transitions and Growth • H:McDonald</td>
<td>281 JS: The Power of Time • SC:Windsor East</td>
</tr>
</tbody>
</table>

**Friday 1:00PM**

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
**Saturday 10:00AM**

**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Doctoral Workshop**
- 9:00- 11:00 Sheraton Centre: Nile
- 11:00- 12:00 Sheraton Centre: Quebec
- 12:00- 1:00 Sheraton Centre: Ontario
- 1:00- 2:00 Sheraton Centre: British, Portuguese, and Spanish
- 2:00- 3:00 Sheraton Centre: Asia
- 3:00- 4:00 Sheraton Centre: Africa
- 4:00- 5:00 Sheraton Centre: Latin America
- 5:00- 6:00 Sheraton Centre: Canada
- 6:00- 7:00 Sheraton Centre: Global
- 7:00- 8:00 Sheraton Centre: Emerging
- 8:00- 9:00 Sheraton Centre: Women in the Workplace
- 9:00- 10:00 Sheraton Centre: International

**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Junior Faculty Workshop**
- 9:00- 11:00 Sheraton Centre: Ontario
- 11:00- 12:00 Sheraton Centre: British, Portuguese, and Spanish
- 12:00- 1:00 Sheraton Centre: Asia
- 1:00- 2:00 Sheraton Centre: Africa
- 2:00- 3:00 Sheraton Centre: Latin America
- 3:00- 4:00 Sheraton Centre: Canada
- 4:00- 5:00 Sheraton Centre: Global
- 5:00- 6:00 Sheraton Centre: Emerging
- 6:00- 7:00 Sheraton Centre: Women in the Workplace
- 7:00- 8:00 Sheraton Centre: International

**Saturday 10:30AM**

**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory**
- 10:00- 1:00 Royal York: Ontario

**Saturday 2:30PM**

**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Teaching Workshop:** Bringing Critical Perspectives into the Classroom
- 10:00- 1:00 Royal York: Tudor 7

**Saturday 3:00PM**

**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Strategy Workshop:** Political Economy, Governance, and Business Strategy
- 10:00- 1:00 Royal York: Tudor 7

**Saturday 5:30PM**

**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception and Refereed Paper Roundtables**
- 5:30- 7:30 Royal York: Ballroom

**Legend:** ☑️= theme, ☑️= teaching, ☑️= management practice, ☑️international, Other abbreviations p. A38 - 39
116. SPDW:(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
   • 6:00- 8:00 Royal York: Upper Canada

Saturday 7:30PM

117. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSGV: Social Time
   • 7:30- 8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSGV Organizational Meeting and Breakfast
   • 7:00- 8:00 Royal York: Ballroom

Sunday 8:00AM

119. SPDW:(GDO, MED) Backlash in Academia: Let’s Talk About It!
   • 10:00- 12:00 Royal York: Tudor 7

Sunday 10:30AM

120. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSGV Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   • 10:30- 12:00 Royal York: Ballroom

Monday 7:00AM

507. GDO Division Welcome Breakfast
   • 7:00- 8:15 Royal York: York

Monday 8:30AM

508. Paper Session: Identity Orientation and Stigmatization in Organizations: New Frontiers
   • 8:30- 10:20 Royal York: York
   Chair: Diana Reed, Drake U.
   • Re-assessing the Standard: How Understanding Identity Orientation Informs - and Improves - Inter-group Relations Interventions, Shelley Lauren Brickson, Harvard U.
   • Published in Conference Proceedings
   • Stigma: Its Effect on the Acquisition of Power in Organizational Settings, Elizabeth Simmons, Texas A&M U.
   • Pink Triangles: Antecedents and Consequences of Heterosexism in the Workplace, Belle Rose Ragins, U. of Wisconsin, Milwaukee: John M. Cornwall, Loyola U.
   • Winner of Dorothy Harlow Award
   • Does Disclosure of Same-Sex Orientation Impact Perceptions of Service Quality?, Carolyn Wethoff, Ohio State U.
   • Discussant: David Porter, U. of California, Los Angeles

   • 8:30- 10:20 Royal York: Alberta

267. SIT: Diversity and Identity in Teams
   • 8:30- 10:20 Sheraton Centre: Windsor West

268. SIT: The Power of Time
   • 8:30- 10:20 Sheraton Centre: Windsor East

Monday 10:40AM

   • 10:40- 12:00 Royal York: York
   Chair: Robin Johnson, U. of California, Los Angeles
   • Wouldn’t It Be Nice: In Pursuit of Inter-Group Equality, Alison M. Konrad, Temple U.; Gerald Ross, III, Temple U.
   • You May Find What You Seek: The Effect of Researcher’s Focus on Interpretation of Diversity Data, Joseph Ofori-Dankwa, Saginaw Valley State U.; Andrew Tieman, Saginaw Valley State U.
   • How do Members of Groups Diverse on Multiple Dimensions Conceptualize One Another? Social Contextual Triggers and Work Group Conflict Implications of Identity Salience, Amy Radel, Wake Forest U.
   • Winner of GDO Division Best Paper Based on a Dissertation Published in Conference Proceedings
   • Horizontal Hostility: Evaluations of Groups Along a Distinctiveness Continuum, Judith B. White, Northwestern U.; Ellen J. Langer, Harvard U.
   • Discussant: Ann C. Baker, George Mason U.

Horizontal Hostility: Evaluations of Groups Along a Distinctiveness Continuum, Judith B. White, Northwestern U.; Ellen J. Langer, Harvard U.
   • Discussant: Ann C. Baker, George Mason U.

Monday 12:20PM

510. Paper Session: Understanding Gender in Managerial and Organizational Contexts
   • 12:20- 2:10 Royal York: York
   Chair: Mary Fambrough, Case Western Reserve U.
   • The Impact of Gender-Typed Contexts on Leadership Styles: A Field Study, Marloes van Engen, Tilburg U.; Rien van der Leeden, Leiden U.; Tineke M. Willemsen, Tilburg U.
   • Effects of Doctoral Experience, Academic Affiliation, and Sex Differences on Research Productivity and Where Organizational Scientists Hold Tenure, Andrea J. Rothhausen, U. of St. Thomas
   • Opposite Sex Supervisors and Employee Satisfaction Moderating Effects of Employee Sex, Work Group Composition and Job Strain, Dail Fields, Regent U.; Terry C. Blum, Georgia Institute of Technology
   • Managers’ Gender Roles Across Career Experiences: Evidence for the Plaster vs Plasticity Debate, Catherine Kirchmeyer, Wayne State U.
   • Discussant: Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology

Monday 2:30PM

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
**GDO**

**Gender and Diversity in Organizations**

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**274. SIT: Advancing Our Understanding of Culture: Mobility, Schemas and Similarity**
- 2:30- 3:50 Royal York: Saskatchewan

**315. IP: The Importance of Gender Effects in Management and Organizations**
- 2:30- 3:50 Royal York: Canadian 5

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**Monday 4:10PM**

**511. GDO Division: Distinguished GDO Research Panel: Reflections on Research on Gender, Racioethnicity, and Diversity in a New Time**
- 4:10- 5:20 Royal York: York
  Organizer: Ellen Ernst Kossek, Michigan State U.
  Presenters: Nancy J. Adler, McGill U.; Taylor Cox, U. of Michigan; Stella M. Nkomo, U. of South Africa

**512. GDO Division Business Meeting**
- 5:30- 6:30 Royal York: York
  Moderator: Laura Graves, Clark U.

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**Monday 5:30PM**

**513. GDO Division Social Hour**
- 6:30- 7:30 Royal York: York

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**Tuesday 8:30AM**

**514. Theme: Lucent Technologies Executive Speech: The Transformation of the Workplace**
- 8:30- 10:10 Royal York: York
  Organizer: Hazel M. Rosin, York U.
  Keynote Speaker: Carol Stephenson, President and CEO, Lucent Technologies, Inc. Canada
  Introduction: Hazel M. Rosin, York U.

**229. JS: BPS, GDO, IM Board Room Diversity: The Case of Women Directors**
- 8:30- 10:10 Hilton: McDonald

**231. JS: GDO, CM, OB Exploring the Conflict Dynamics of Faultline Structures in Diverse Work Groups**
- 8:30- 10:10 Royal York: Alberta

**234. JS: GDO, HR, SIM Sexual Harassment Policy Effects: Implications for Theory, Research, and Practice**
- 8:30- 10:10 Royal York: Territories

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**Tuesday 10:30AM**

**515. Paper Session: Organizational Diversity: Implications for Effectiveness and Performance**
- 10:30- 11:50 Royal York: York
  Chair: Miguel Olivas, U. of Pittsburgh/ITESM, Monterey
  Cultural Diversity: A Configural Theory for Overcoming the Negative Consequences, Amy L. McMillan, Louisiana Tech U.

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**Tuesday 2:00PM**

- 2:00- 3:20 Royal York: York
  Chair: Jon Werner, U. of Wisconsin, Whitewater
  Still Judging the Book by the Cover? Perceptions of Hispanic Ethnicity and Accent in the Employment Interview and the Effects of Interviewer Training, Sharon Larisa Segrest, California State U., Fullerton

**517. Paper Session: Cultural and Organizational Influences on the Work-Family Interface**
- 3:40- 5:20 Royal York: York
  Chair: Laura Beaupuis, U. of Rhode Island
Discussant: Karen Crooker, U. of Wisconsin, Milwaukee

249. JS: GDO (IM, OB) Multicultural Teams within Multinational Corporations
• 3:40- 5:20 Royal York: Territories

249. JS: GDO (HR) U.S. Companies and Work/Life Strategies: Their Diffusion and Effects
• 3:40- 5:20 Royal York: Alberta

Wednesday 8:30AM

518. JS: Symposium: Beautyism, Stigma, and Discrimination In A New Time: On Occupational and Organizational Appearance and Attractiveness
Requirements
• 8:30- 10:20 Royal York: York
Chair: Cliff Cheng, U. of Southern California
Unattractiveness As the Basis for Stigmas Related to Race, Disability, and Age. Dianna L. Stone, U. of Central Florida; Eugene F. Stone-Romero, U. of Central Florida
Old Ideas About Appearance and Sex/Gender Identities in a New Time: Order and the Sexuality Diversity Case of Transsexual School Teacher, Ms. Dana Rivers. Cliff Cheng, U. of Southern California
Discussant: Richard J. Klimoski, George Mason U.

254. JS: GDO (HR, MC) Frisky Business: Issues and Consequences of Workplace Romance
• 8:30- 10:20 Royal York: Territories

289. SIT: Promoting Women
• 8:30- 10:20 Royal York: New Brunswick

375. IP: Legal, Institutional, and Arbitration Perspectives on Discrimination
• 8:30- 10:20 Royal York: Canadian 8

Wednesday 10:40AM

519. Paper Session: Gender and Racioethnic Differences in Psychological Responses to the Workplace
• 10:40- 12:00 Royal York: York
Chair: Michal E. Mor Barak, U. of Southern California
Gender Differences and the Behavior of Targets of Workplace Incivility: He ‘Dukes’ It Out, She ‘Disappears’

Herself, Christine L. Porath, U. of North Carolina; Christine M. Pearson, U. of North Carolina
I’ll Take Your Word For It, But Not His...: An Examination of Minority Recipient Reactions to Negative Feedback. Marcus M. Stewart, U. of Georgia; Richard S. Blackburn, U. of North Carolina; Ben Rosen, U. of North Carolina, Chapel Hill
Discussant: Chris Mahoney, U. of Minnesota
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<tr>
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<tr>
<td>Friday</td>
<td>6:00PM</td>
<td>Reception and Welcome to HCM Division • SC:Kenora</td>
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<td>7:30PM</td>
<td>Navigating Your Professional Environment • SC:Kenora</td>
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<td>8:00PM</td>
<td>Coffee and Croissants Networking Forum • SC:Kenora</td>
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<td>The Research Environment • SC:Kenora</td>
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<td>Lunch with HCM Friends and Colleagues • SC:Kenora</td>
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<td>Publishing Workshop • SC:Kenora</td>
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<td>The Research Environment • SC:Kenora</td>
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<td>Coffee, Croissants, and Conversation • SC:Kenora</td>
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<td>Coordinator &amp; Collaboration in Health Care Institutions • SC:City Hall</td>
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<td>Research Idea Exchange • SC:Kenora</td>
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<td>Welcome • SC:City Hall</td>
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<td>How Change Has Changed • SC:City Hall</td>
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<td>Long-Term Care in New Millennium • SC:City Hall</td>
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<td>Organizational Learning &amp; Innovation • SC:City Hall</td>
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<td>Distinguished Speaker Presentation • SC:City Hall</td>
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<td>Business Meeting • SC:City Hall</td>
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<td>The Rhythm of Organizational Responses to Their Environments • SC:City Hall</td>
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<td>Human Resource Management in Health Care • SC:City Hall</td>
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<td>Using Qualitative Methods: Avoid at Your Own Risk • SC:City Hall</td>
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<td>New Doctoral Students Consortium</td>
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<td>Coffee and Croissants Networking Forum • SC:Kenora</td>
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<td>12:00PM</td>
<td>Structure, Strategy, &amp; Performance • SC:City Hall</td>
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Saturday 1:30PM

525. Publishing Workshop: The Role of the Editor, the Referee, and the Author in the Publishing Process
• 1:30- 5:00 Sheraton Centre: Kenora
Preregister with Kathleen Montgomery at kmont@mail.ucr.edu
Coordinator: Kathleen Montgomery, U. of California, Riverside
Panel: Margarete Arndt, Clark U.; Gloria Bazzoli, Northwestern U.; Barbara Bigelow, Clark U.; John D. Blair, Texas Tech U.; Thomas D’Aunno, U. of Chicago; Myron D. Fottler, U. of Central Florida; Robert Fromberg, American College of Healthcare Executives

Saturday 2:00PM

110. ☯SPDW:(PNP, CAR, HCM, MED) Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue
• 2:00- 5:00 Royal York: British Columbia

Saturday 6:00PM

116. ☯SPDW:(NDSC, BPS, CAR, GDO, HCM, MED) ALL DOCTORAL STUDENTS RECEPTION
• 6:00- 8:00 Royal York: Upper Canada

Sunday 8:00AM

526. Coffee, Croissants, and Conversation
• 8:00- 9:00 Sheraton Centre: Kenora
Facilitators: All panelists, presenters, & chairs. Preregistration required
Coordinator: Kathleen Montgomery, U. of California, Riverside

Sunday 9:00AM

527. Faculty Research Forum: Cutting-Edge Research in Health Care
• 9:00-10:30 Sheraton Centre: Kenora
Preregister with Kathleen Montgomery at kmont@mail.ucr.edu
Chair: Bryan J. Weiner, U. of North Carolina, Chapel Hill

Sunday 10:30AM

528. Networking Forum to Exchange Research Ideas
• 10:30- 12:00 Sheraton Centre: Kenora
Facilitators: All panelists, presenters, & chairs. Preregistration required
Coordinator: Kathleen Montgomery, U. of California, Riverside

Monday 8:15AM

529. Division Welcome
• 8:15- 8:30 Sheraton Centre: City Hall
Program Chair: Sharon Topping, U. of Southern Mississippi

Monday 8:30AM

530. ☯Symposium: How Change Has Changed
• 8:30- 10:20 Sheraton Centre: City Hall
Organizers: Barbara Bigelow, Clark U.; Leonard H. Friedman, Oregon State U.
A Framework for Understanding Theory, Research, and Practice on Organizational Change in Healthcare. James B. Goes, Walden U.
Trends, Dead Ends, and the Future of Organizational Change in Healthcare. Leonard H. Friedman, Oregon State U.
Transformation: the Promise of Reengineering. Barbara Bigelow, Clark U.; Margarete Arndt, Clark U.
Viewing Organizational Change from the Perspective of Chaos and Complexity: Implications for Healthcare. Donde P. Ashmos, U. of Texas, San Antonio
Discussants: Bruce J. Fried, U. of North Carolina, Chapel Hill; Alan D. Meyer, U. of Oregon

Monday 10:40AM

531. Paper Session: Coordination and Collaboration in Health Care Institutions: A Changing Perspective
• 10:40- 12:00 Sheraton Centre: City Hall
Chair: John Valentine, Florida Atlantic U.
Impact of Relational Coordination on Service Quality. Length of Stay, Post-Operative Pain and Mobility: A Nine Hospital Study of Surgical Patients. Jody Hoffer Gittell, Harvard U.; Thomas Thornhill, Harvard Medical School; Joseph Zuckerman, Hospital for Joint Diseases; Kathleen M. Fairfield, Harvard Medical School; Benjamin Bierbaum, New England Baptist Hospital; William Head, Presbyterian Plano Hospital; Robert Jackson, Baylor U. Medical Center; Michael Kelly, Beth Israel Hospital; Richard Laskin, Hospital for Special Surgery; Stephen Lipson, Harvard Medical School; John Siliski, Harvard Medical School
Physicians and Government: Key Actors in an Organizational Field. Trish Reay, U. of Alberta
Winner of HCM Division Best Paper Based on a Dissertation Award
Discussants: David Neal Grazman, U. of Southern California; Martin Kitchener, U. of California, Berkeley

272. SIT: When do Ethics and Integrity Matter?
• 10:40- 12:00 Sheraton Centre: Windsor East

Monday 12:20PM

532. ☯Symposium: Long-Term Care in the New Millennium: Perspectives on Time and Quality
• 12:20- 2:10 Sheraton Centre: City Hall
Chair: Mark Alan Davis, U. of North Texas
Relationships Among Time Management, Control, and Work-Related Outcomes in Nursing Homes. Mark Alan Davis, U. of North Texas
A Framework for Understanding Conflicting Norms Guiding Temporal Orientation in Long-Term Care. Eric G. Kirby, Southwest Texas State U.
Demographic Trends and Their Impact on Turnover Within Long-Term Care Facilities: Doing More with Less in the New Millennium. Charles Braun, Marshall U.
Chronicity and Organizational Effectiveness in the Long-Term Sector. Julie G. Sebastian, U. of Kentucky
Discussant: Jeff Tschetter, U. of Sioux Falls

183. SHCS:(HCM, BPS) Strategy as Dynamic and Pluralistic
• 12:20- 2:10 Sheraton Centre: Ballroom West

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
### Monday 2:30PM

**533. Paper Session: Organizational Learning and Innovation in the Health Care Context**  
- 2:30-3:50 Sheraton Centre: City Hall  
  Chair: Debra Herold Tennyson, Birmingham-Southern College  
  **Organizational Learning from Medication Mishaps: A Study of Hospital Pharmacies,** Michal Tamuz, U. of Texas, Houston; Eric J. Thomas, U. of Texas, Houston Medical School  
  **Strategy & Organizational Effectiveness: A Case Study of Health Care Service Change,** Mattia Jean Gilmartin, Cambridge U.  
  **Is the Transformational Leadership Style Related to Actual Workplace Innovation?** Elisabeth Wilson-Evered, U. of Queensland, Australia  
  Discussants: Michele Issel, U. of Illinois, Chicago; John C. Hyde, U. of Mississippi Medical Center

### Monday 4:10PM

**534. Division: HCMD Distinguished Speaker Presentation**  
- 4:10-5:20 Sheraton Centre: City Hall  
  The speakers, two key architects of major health care reform, are at the forefront of research, policy, and management developments in Canadian healthcare  
  Chair: Jacqueline S. Zinn, Temple U.  
  **Introduction:** Bruce J. Fried, U. of North Carolina, Chapel Hill  
  **Keynote Speakers:** Peggy Leatt, Chief Executive Officer, Ontario Health Services Restructuring Commission; Jeffrey C. Lozon, Ontario Deputy Minister of Health & Long Term Care

### Monday 5:30PM

**535. Meeting: HCMD Business Meeting**  
- 5:30-6:30 Sheraton Centre: City Hall  
  Chair: Barbara Bigelow, Clark U.

### Monday 6:30PM

**536. HCMD Social**  
- 6:30-7:30 Sheraton Centre: City Hall  
  Sponsored by the Department of Health Administration, University of Toronto  
  Host: Sharon Topping, U. of Southern Mississippi

### Tuesday 8:30AM

**537. Symposium: Professionals as Knowledge Assets in Organisations - Reality, Time and Power**  
- 8:30-10:10 Sheraton Centre: City Hall  
  Chair: Ewan Ferlie, Imperial School of Management  
  **Professionals as Knowledge Assets in Organizations:**  
  Overview Paper, Louise Fitzgerald, De Montfort U., Leicester; Ewan Ferlie, Imperial School of Management  
  **Professions and Change: A Study through Time**, Ann Casebeer, U. of Calgary  
  **The Emerging Shape of Professional Organization in Health Care**, Jean-Louis Denis, Gris/U. de Montreal; Lise Lamotte, U. of Laval; Ann Langley, U. du Québec à Montréal  
  Discussant: C. R. Hinings, U. of Alberta

### Tuesday 10:30AM

- 10:30-11:50 Sheraton Centre: City Hall  
  Chair: Robert Hernandez, U. of Alabama, Birmingham  
  **Winner of HCMD Division Best Paper Award**

**539. Symposium: The Rhythm of Organizational Responses to Their Environments**  
- 2:00-3:20 Sheraton Centre: City Hall  
  This symposium was selected as HCMD's Theme session.  
  **Chairs:** Christy Harris Lemak, U. of Florida; Christopher Johnson, U. of Florida  
  **Multi-Faceted Threat and Dual Responses: Litigation and Florida’s Nursing Homes**, Christopher Johnson, U. of Florida  
  **Contingent Staffing as a Response to Economic and Institutional Environments**, Christy Harris Lemak, U. of Florida; Jeffrey A. Alexander, U. of Michigan  
  **Withdrawing from Managed Care: An Organizational Response to External Threat**, Thomas D'Aunno, U. of Chicago  
  **Organizational Discretion in Responding to Institutional Change: The Deinstitutionalization of the Medical Dictum "Once a Cesarean, Always a Cesarean"**, Elizabeth Goodrick-Dillon, Florida Atlantic U.  
  Discussant: Diane Brannon, Pennsylvania State U.

### Tuesday 3:40PM

**540. Symposium: Symposium on Telehealth**  
- 3:40-5:20 Sheraton Centre: City Hall  
  Chair: Kathryn H. Dansky, Pennsylvania State U.
### Wednesday 8:30AM

<table>
<thead>
<tr>
<th>Session</th>
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<tbody>
<tr>
<td>541.</td>
<td>Symposium: Avoid at Your Own Risk: How Health Care Research and Researchers Benefit From Using Qualitative Methods</td>
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<td>Chair: Timothy Hoff, State U. of New York, Albany</td>
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<td>Practicing for a Paycheck: What I Learned Talking With and Observing Doctors Over Time, Timothy Hoff, State U. of New York, Albany</td>
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<td>The Use of Qualitative Research: A Personal Journey, Margarete Arndt, Clark U.; Barbara Bigelow, Clark U.</td>
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### Wednesday 10:40AM

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<th>Session</th>
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<tr>
<td>204.</td>
<td>Comparative Practices and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems</td>
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<td>10:40- 12:00 Royal York: Concert Hall</td>
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### Wednesday 12:20PM

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<th>Session</th>
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<td></td>
<td>Chair: Heather Elms, U. of Florida</td>
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<td></td>
<td>The Relationship of Nursing Facility Strategy and Structure with Performance, Jullet A. Davis, U. of Alabama, Tuscaloosa</td>
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<td>Integration as Networks and Systems: A Strategic Stakeholder Analysis, Grant T. Savage, U. of Alabama, Tuscaloosa; Alison Roboski, U. of Alabama, Tuscaloosa</td>
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<td>Helpful or Harmful? The Impact of Strategic Change on the Performance of U.S. Urban Hospitals, Hanh Q. Trinh, U. of Wisconsin, Milwaukee; Stephen J. O'Connor, U. of Wisconsin, Milwaukee</td>
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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
# Human Resources

**Program Chair:** Lois E. Tetrick, U. of Houston  
**Professional Development Workshop Chair:** Timothy A. Judge, U. of Iowa

<table>
<thead>
<tr>
<th>Start</th>
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<tbody>
<tr>
<td>1:00pm</td>
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<td>81. SDPW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td>82. SDPW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>85. SDPW: CMSW Reception for Arriving Critics • SC:Conference Room B&amp;C</td>
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<td>7:30am</td>
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<td>86. SDPW: CMSW Breakfast • RY:Ontario</td>
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| 8:00am | 243. HR Junior Faculty Consortium • SC:Windsor East  
244. HR Doctoral Consortium • SC:Windsor West | 90. SDPW: CMSW: What's Critical? • RY:Ontario |
| 10:00am | 245. Roundtable: Jr. Faculty and Doctoral Consortia • SC:Essex | 101. SDPW: CMSW: Practice/Activity Theory • RY:Ontario  
102. SDPW: CMSW: Teaching Critically • RY:Tudor 7 |
| 1:00pm | 246. Dialogue on Teaching International HRM • SC:Essex | 111. SDPW: CMSW: Interpretive Methods for Critical Research • RY:Ontario  
112. SDPW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7 |
| 2:30pm |  |  |
| 3:30pm | 247. Academic and Practice in HR Research • SC:Dufferin | 115. SDPW: CMSW Reception and Roundtables • RY:Ballroom |
| 5:30pm | 248. HR Division Reception • SC:Essex | 117. SDPW: CMSW: Social Time • RY:Ballroom |
| 7:30pm |  | 118. SDPW: CMSW Organizational Meeting and Breakfast • RY:Ballroom |
| 8:00am | 249. HR Junior Faculty Consortium • SC:Windsor East | 122. SDPW: CMSW: Critical Research in the Management Journals • RY:Ballroom  
123. SDPW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia |
| 10:00am | 250. HR Doctoral Consortium • SC:Windsor West | 127. SDPW: Organizational Research and Methods • RY:Ontario |
| 10:30am |  |  |
| 8:30am | 251. Technology and HRM Change • RY:Nova Scotia | 134. SDPW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom  
266. ST: Predicting with Personality • RY:New Brunswick  
269. ST: Outsourcing • RY:Saskatchewan |
| 10:45am | 252. Expatriate Adjustment in Asia • SC:Simcoe | 253. ST: Rewarding HRM • RY:Ontario |
| 12:00pm | 254. Strategic Human Resources • SC:Dufferin | 256. ST: Understanding International Actors • RY:Ontario  
258. ST: Understanding Diversity: including gender and sexuality • RY:Ontario |
| 12:30pm | 255. Work Attitudes • SC:Simcoe | 259. ST: Expatriate Adjustment in Asia • RY:Ontario  
260. ST: Expatriation • RY:Saskatchewan |
| 2:30pm |  |  |
| 4:10pm | 261. Ice Cream Social • SC:Dominion Ballroom N | 270. ST: Innovative Training and Development • RY:New Brunswick |
| 5:30pm | 262. HRM and Firm Performance • SC:Dufferin | 271. ST: Training and Development • RY:Ontario  
272. ST: Training and Development • RY:Saskatchewan  
273. ST: Training and Development • RY:Territories |
| 10:00am | 263. Organizational Performance • SC:Dufferin | 274. ST: Training and Development • RY:Ontario  
275. ST: Training and Development • RY:Saskatchewan  
276. ST: Training and Development • RY:Territories |
| 10:30am | 264. Stress and Health • SC:Simcoe | 281. ST: International HR and Global Leaders • RY:Canadian 3  
284. ST: International HR and Global Leaders • RY:Canadian 7  
286. ST: International HR and Global Leaders • RY:Ontario |
| 2:00pm | 265. Leadership and Occupational Safety • SC:Simcoe | 289. ST: International HR and Global Leaders • RY:Ontario |
| 3:00pm | 266. Training • SC:Dufferin | 290. ST: International HR and Global Leaders • RY:Ontario  
291. ST: International HR and Global Leaders • RY:Ontario  
292. ST: International HR and Global Leaders • RY:Ontario |
| 4:30pm | 267. HR Business Meeting • SC:Simcoe | 294. ST: International HR and Global Leaders • RY:Ontario  
295. ST: International HR and Global Leaders • RY:Ontario  
296. ST: International HR and Global Leaders • RY:Ontario |
| 5:00pm | 268. HR Social Hour • SC:Dominion Ballroom N | 298. ST: International HR and Global Leaders • RY:Ontario  
299. ST: International HR and Global Leaders • RY:Ontario  
300. ST: International HR and Global Leaders • RY:Ontario |
| 8:30am | 269. Teamwork and Well-Being • SC:Simcoe | 301. ST: International HR and Global Leaders • RY:Ontario  
302. ST: International HR and Global Leaders • RY:Ontario  
303. ST: International HR and Global Leaders • RY:Ontario |
| 10:00am | 271. Work and Family in a New Age • SC:Dufferin | 311. ST: International HR and Global Leaders • RY:Ontario  
312. ST: International HR and Global Leaders • RY:Ontario  
313. ST: International HR and Global Leaders • RY:Ontario |
315. ST: International HR and Global Leaders • RY:Ontario  
316. ST: International HR and Global Leaders • RY:Ontario |

Legend: ⌛ = theme, ⬣ = teaching, ☐ = management practice, ⨂ = international, Other abbreviations p. A38 - 39
### Friday 1:00PM

**81. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Doctoral Workshop**  
- 1:00- 6:00 Sheraton Centre: Norfolk

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### Friday 3:00PM

**82. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Junior Faculty Workshop**  
- 3:00- 6:00 Sheraton Centre: York

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### Friday 6:00PM

**85. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception for Arriving Critters**  
- 6:00- 9:00 Sheraton Centre: Conference Room B&C

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### Saturday 7:30AM

**86. SPDW:** (BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Breakfast**  
- 7:30- 8:00 Royal York: Ontario

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### Saturday 8:00AM

**543. HR Junior Faculty Consortium**  
- 8:00- 5:30 Sheraton Centre: Windsor East
  
**Organizer:** Patrick Wright, Cornell U.  
**Coordinators:** Ediberto Montemayor, Michigan State U.; Stella M. Nkomo, U. of South Africa  
**Presenters:** Mark Roehling, Western Michigan U.; Donald P. Schwab, U. of Wisconsin; Theresa Welbourne, U. of Michigan; John W. Boudreau, Cornell U.; Linda A. Cyr, Harvard U.; Ellen Ernst Kossek, Michigan State U.

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**544. HR Doctoral Consortium**  
- 8:00- 5:30 Sheraton Centre: Windsor West
  
**Organizer:** Joseph J. Martocchio, U. of Illinois  
**Coordinators:** John E. Delery, U. of Arkansas; Ann Marie Ryan, Michigan State U.  
**Keynote Speaker:** Kevin R. Murphy, Pennsylvania State U.  

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**90. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Plenary: What's Critical about Critical Management Studies?**  
- 8:00- 10:00 Royal York: Ontario

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### Saturday 10:00AM

**545. Editors' Roundtable: Joint Session Junior Faculty and Doctoral Consortia**  
- 10:00- 12:00 Sheraton Centre: Essex

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### Saturday 1:00PM

**546. A Dialogue Among Experts in Teaching**  
**International HRM: Crossing Geographic and Cultural Space through Innovative Methods**  
- 1:00- 3:00 Sheraton Centre: Essex

**Organizers:** Debra Cohen, George Washington U.; Diana L. Deadrick, Old Dominion U.  
**Facilitators:** Elizabeth F. Cabrera, U. Carlos III de Madrid, Spain; Paula M. Caligiuri, Rutgers U.; Heh Jason Huang, National Sun Yat-Sen U.; Henrik Holt Larsen, U. of Copenhagen; Kathy Monks, Dublin City U.; Randall S. Schuler, Rutgers U.; Mary Ann Von Glinow, Florida International U.; Mary R. Watson, Vanderbilt U.; Steve Werner, U. of Houston; Carolyn Wiley, U. College, Dublin

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### Saturday 2:30PM

**111. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies**  
- 2:30- 5:30 Royal York: Ontario

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**112. SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy**  
- 2:30- 5:30 Royal York: Tudor 7

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### Saturday 3:30PM

- 3:30- 5:30 Sheraton Centre: Dufferin

**Organizers:** Debra Cohen, George Washington U.; Diana L. Deadrick, Old Dominion U.  
**Facilitators:** John Burdett, Oraxetta Consulting; Debra Cohen, George Washington U.; Charles Fay, Rutgers U.; Mark Huselid, Rutgers U.; Susan Meisinger, Society for Human Resource Management; Sara L. Rynes, U. of Iowa; Mary R. Watson, Vanderbilt U.

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### Saturday 5:30PM

**548. HR Division Reception**  
- 5:30- 7:30 Sheraton Centre: Essex

**Organizer:** Timothy A. Judge, U. of Iowa
HR Human Resources

115. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
- 5:30- 7:30 Royal York: Ballroom

Saturday 7:30PM

117. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
- 7:30- 8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
- 7:00- 8:00 Royal York: Ballroom

Sunday 8:00AM

549. HR Junior Faculty Consortium
- 8:00- 12:00 Sheraton Centre: Windsor East
Organizer: Patrick Wright, Cornell U.
Coordinators: Edilberto Montemayor, Michigan State U.; Stella M. Nikomo, U. of South Africa
Presenters: Deborah F. Crown, U. of Alabama; Robert D. Gatewood, U. of Georgia; Marcie A. Cavanaugh, Cornell U.; Susan E. Jackson, Rutgers U.; Wayne Hochwarter, U. of Alabama; Gary C. McMahan, U. of Texas, Arlington

- 8:00- 10:30 Royal York: Ballroom

123. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
- 8:00- 10:30 Royal York: British Columbia

Sunday 8:30AM

550. HR Doctoral Consortium
- 8:30- 12:00 Sheraton Centre: Windsor West
Organizer: Joseph J. Martocchio, U. of Illinois
Coordinators: John E. Delery, U. of Arkansas; Ann Marie Ryan, Michigan State U.

127. SPDW:(OB, BPS, HR, ODC, OMT, RM) All Times Are Not The Same: A Workshop on Temporal Questions in Organizational Research and Methods for Studying Them
- 8:30- 12:00 Royal York: Ontario

Sunday 10:00AM

551. How Technology is Changing the World of HRM and What We Teach
- 10:00- 12:00 Royal York: Nova Scotia
No pre-registration required; open to all Academy members
Organizers: Debra Cohen, George Washington U.; Diana L. Deadrick, Old Dominion U.

Facilitators: Maria Engleleit, PeopleSoft; Mary A. Gowan, U. of Central Florida; Hal Gordon Gueutal, State U. of New York, Albany; Jodi Littlestone, iXL.com; Kimberly Lukaszewski, State U. of New York, Albany; Dianna L. Stone, U. of Central Florida

Sunday 10:30AM

134. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
- 10:30- 12:00 Royal York: Ballroom

Monday 8:30AM

552. Symposium: Low Context Assumptions, High Context Solutions: Contingencies for Predicting Expatriate Adjustment in Asia
- 8:30- 10:20 Sheraton Centre: Simcoe
The Theory of Met Expectations Applied to the Cross-cultural Adjustment of Expatriates in Asia, Paula M. Caligiuri, Rutgers U.; Jean Phillips, Rutgers U.; Mila Borislavova Lazarova, Rutgers U.; Ibraiz Tarique, Rutgers U.
Geographical Contingencies: The Expatriate’s Experience of Cross-cultural Adjustment in China, Katherine Hutchings, Queensland U. of Technology; Mark Shadur, Queensland U. of Technology; Robert McEllister, Queensland U. of Technology
Cross-cultural Training: Predeparture or Postarrival?, Jan Selmer, Hong Kong Baptist U.
Selecting Expatriate Managers: Singaporeans’ Views, Kathleen M. Campbell, College of Saint Elizabeth; Mary Carmen Jacintia Wong, Singapore Telecoms; Donald J. Campbell, United States Military Academy
Discussant: Donald J. Campbell, United States Military Academy

553. Paper Session: Flexible Work
- 8:30- 10:20 Sheraton Centre: Dufferin
Chair: Brian Loher, Mansfield U.
A New Place for a New Time: Organizational Antecedents and Individual Outcomes of Control Over the Where and When of Work, Dilene Crockett, U. of Texas, Arlington; Rusty Lee Juban, Dallas Baptist U.
Adjustment to Telecommuting: Role of Self-efficacy and Structuring Behavior, Sumita Rahagurm, Fordham U.; Batia Mishan Wiesenfeld, New York U.; Raghu Garud, New York U.
Determinants of Preference for Contingent Employment, Janet H. Marler, State U. of New York, Albany
Flexibility in Work Arrangements: How Availability, Preferences, and Use Affect Business Outcomes, MaryAnne M. Hyland, Adelphi U.
Discussant: Tammy D. Allen, U. of South Florida

266. SIT: Predicting with Personality
- 8:30- 10:20 Royal York: New Brunswick

269. SIT: Outsourcing and Human Resources Management
- 8:30- 10:20 Royal York: Saskatchewan

Monday 10:40AM

554. Paper Session: Strategic Human Resources
- 10:40- 12:00 Sheraton Centre: Dufferin
Chair: Lucy McClurg, Georgia State U.
Dynamic Investments in Human Capital and Risk Management: An Empirical Analysis of Real Options
**Theory, Mousumi Battacharya, Syracuse U.; Kathleen Wheatley, Syracuse U.; Bivash Battacharya, CES Computers Solutions**

**Turning Employees into Competitive Advantages: A Strategic View of Human Resources, Long W. Lam, U. of Houston, Clear Lake**

**Adding Value through Integration and Involvement: A Qualitative Study about Management’s Perception of the Added Value of the HR Function, Dirk Buyens, U. of Gent; Ans De Vos, Vierck Leuven Gent Management School**

**Strategic Human Resource Management: HR Function Flexibility, Sharyn Gardner, U. of Maryland**

**Discussant:** Charles-Henri Besseyre des Herts, HEC, France

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**555. Paper Session: Work Attitudes**

- **Chair:** Joseph J. Martocchio, U. of Illinois

**Does Job Satisfaction Moderate the Relationship Between Conscientiousness and Job Performance?** Michael K. Mount, U. of Iowa; James K. Harter, The Gallup Organization; Murray R. Barrick, Michigan State U.; Amy Colbert, U. of Iowa

**Temporal Effects of Goal Orientations: The Honeymoon Effect Revisited** Lucinda Lawson, Texas A&M U.; Robert R. Hirschfeld, U. of Georgia

**Realistic Job Preview, Social Exchange and Organizational Commitment, Yoav Ganzach, Tel-Aviv U.; Asya Pazy, Tel-Aviv U.; Yehudith Ohayun, Tel-Aviv U.; Braynin Esther, IDF**

Published in Conference Proceedings

**Intelligence Education and Facets of Job Satisfaction, Yoav Ganzach, Tel-Aviv U.**

**Discussant:** Adrienne J. Colella, Texas A&M U.

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**179. SHCS:(CM, HR, OB) Puzzles and Paradoxes in Organizational Justice Research**

- **Chair:** 10:40- 12:00 Sheraton Centre: Ballroom Centre

**New Perspectives on HRM and Performance**

- **Chair:** 10:40- 12:00 Sheraton Centre: Civic Ballroom

**Organizational Mentoring Relationships: Multiple Perspectives on the Role of Time**

- **Chair:** 10:40- 12:00 Sheraton Centre: Conference Room D&E

**Exploring New Directions in International Human Resource Management**

- **Chair:** 10:40- 12:00 Hilton: McDonald

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**270. SIT: When Organizations are Perceived as Supportive**

- **Chair:** 10:40- 12:00 Royal York: New Brunswick

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**Monday 12:20PM**

**556. Symposium: Unlocking the Black Box of Strategic Human Resource Management Research**

- **Chair:** Patrick Wright, Cornell U.


**Variations in Employment Mode Usage and Firm Performance: An Empirical Examination, David P. Lepak, U. of Maryland; Riki Takeuchi, U. of Maryland, College Park**

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**557. Paper Session: Compensation**

- **Chair:** Allen D. Engle, Eastern Kentucky U.


**Survival of Skill-Based Pay Plans**, Jason D. Shaw, U. of Kentucky; Nina Gupta, U. of Arkansas; Gerald E. Ledford, Sibson & Company; Atul Mitra, Lyon College

**Income Sensitive Consumption: A Conceptualization of Spending Behavior Patterns and Compensation Preferences**, John Schaubroeck, Drexel U.; Jason D. Shaw, U. of Kentucky

**Learning About Managers' Abilities: Implications for Compensation Policies**, Pedro Ortin, U. Autónoma de Barcelona; Vicente Salas-Fumas, U. of Zaragoza, Spain

**Discussant:** Nicholas S. Miceli, Morgan State U.

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**Monday 2:30PM**

**558. Paper Session: Organizational Citizenship Behavior**

- **Chair:** Kelly Mollica, Wake Forest U.

**Three Dimensions of Perceived Beneficiary of Post-Feedback Employee Development Activity and Organizational Citizenship Behavior: A Social Exchange Model Utilizing Leader-Member Exchange and Perceived Organizational Support**, Todd J. Maurer, Georgia Institute of Technology; Heather R. Pierce, Georgia Institute of Technology; Lynn M. Shore, Georgia State U.

**The Psychological Consequences of Self-Reported Organizational Citizenship Behaviors: Does Organizational Rank Matter?**, Steve Werner, U. of Houston; Richard S. DeFrank, U. of Houston


**Discussant:** Daniel G. Gallagher, James Madison U.

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**559. Paper Session: Turnover and Job Loss**

- **Chair:** Cheryl L. Adkins, Louisiana State U.

**Psychological Well-Being and Reemployment Outcomes Following Involuntary Job Loss: Results of a Six-Year Study**, Mary A. Gowan, U. of Central Florida

**Job Performance and Voluntary Turnover: An Examination of Linearity, Curvilinearity, and the Moderators of Time, Unemployment Rate, and Perceived Ease of Movement Using Event History Analysis**, Roderick D. Iverson, U. of Melbourne; Stephen J. Deery, U. of Melbourne

**Winner of HR Division Best Paper Award**

Published in Conference Proceedings

**Post-retrenchment Experiences of Unemployment and Re-employment: A Comparison of Voluntarily Retrenched**

- 2:30 - 3:50 Sheraton Centre: Ballroom Centre

223. International HR Strategies for Developing and Retaining Global Leaders

- 2:30 - 3:50 Hilton: McDonald

224. Studying Speed (Rate of Growth) and Fuel (Energy) in Fast Growth Firms: e-Research, e-Business, and e-Teaching Outcomes

- 2:30 - 3:50 Royal York: Alberta

273. Perceiving Justice

- 2:30 - 3:50 Sheraton Centre: Windsor East

316. Compensation and Gainsharing

- 2:30 - 3:50 Royal York: Canadian 6

317. Performance Appraisal and Feedback

- 2:30 - 3:50 Royal York: Canadian 7

560. Human Resources Division Ice Cream Social

- 5:30 - 6:30 Sheraton Centre: Dominion Ballroom N

Tuesday 8:30AM


- 8:30 - 10:10 Sheraton Centre: Dufferin

Chair: David P. Lepak, U. of Maryland


Human Resource Configurations and Value Creation: The Mediating Role of Intellectual Capital, Mark Younutt, Skidmore College

The Design of Human Resource Management Systems: An Examination Within and Across Organizations, John E. Delery, U. of Arkansas; Patrick Wright, Cornell U.

Human Resource Configurations, Employment Modes, and Firm Performance, David P. Lepak, U. of Maryland; Scott A. Snell, Pennsylvania State U.

Discussant: M. Susan Taylor, U. of Maryland

562. Paper Session: Psychological Contracts

- 8:30 - 10:10 Sheraton Centre: Simcoe

Chair: Greg Irving, Wilfrid Laurier U.

The "Anticipatory Psychological Contract": Employer/Employee Obligations and Job Choice, Donna Maria Blancero, Arizona State U.; Glen E. Kreiner, Arizona State U.

Organizational Promissory Contracts: Changes in the Promises between Organizations and their Employees, Lisa Schurer Lambert, U. of North Carolina

The Role of Justice and Psychological Contract on Compensation Satisfaction, Amanuel G. Tekleab, U. of Maryland; Kathryn M. Bartol, U. of Maryland, College Park

Easing the Pain: Determinants and Effects of Psychological Contract Violations, Amanuel G. Tekleab, U. of Maryland; M. Susan Taylor, U. of Maryland.

Winner of HR Division's Best Student Paper Award

Discussant: Rene Schalk, Tunburg U.

563. Paper Session: Human Resources Management and Organizational Performance

- 10:30 - 11:50 Sheraton Centre: Dufferin

Chair: Judy Tansky, Ohio State U.

Examining Non-Linear Relationships Between Human Resource Systems and Organizational Performance, Clinton Doyle Chadwick, U. of Illinois, Urbana-Champaign


The Impact of High Performance Work Systems on Mergers, Acquisitions, and Bankruptcies, Jane E. Barnes, Rutgers U.; Mark Huselid, Rutgers U.

The Performance Effects of Human Resource Managers’ and Other Middle Managers’ Involvement in Strategy Making Under Different Business-Level Strategies: The Case in Hong Kong, Felix Wai-Kwong Yip, Hong Kong Polytechnic U.; Richard L. Priem, U. of Texas, Arlington; Cynthia S. Cycyota, U. of Texas, Arlington

Discussant: Edward W. Rogers, Cornell U.

564. Paper Session: Stress and Health

- 10:30 - 11:50 Sheraton Centre: Simcoe

Chair: Joseph G. Rosso, U. of Colorado

Investigation of the Relationship Between Work-Related Stress and Work Outcomes: The Role of Felt-Challenge, Psychological Strain, and Job Control, Wendy R. Boswell, Texas A&M U.; Julie B. Olson-Buchanan, California State U., Fresno; Marcia A. Cavanaugh, Cornell U.

Prediction of Work Injury Frequency and Duration Among Firefighters, Hui Liao, U. of Minnesota; Richard Arvey, U. of Minnesota; Richard Butler, U. of Minnesota; Steven Nutting, Human Resources Department, City of Minneapolis

Work Time, Work Interference with Family, and Employee Well-being, Virginia L. Smith-Major, U. of Maryland; Katherine J. Klein, U. of Maryland; Mark G. Ehrhart, U. of Maryland

Published in Conference Proceedings

Tuesday  2:00PM

565. Symposium: Taking the Lead on Safety: The Role of Leadership in Improving Occupational Safety
   •  2:00-  3:20 Sheraton Centre: Simcoe
   Chairs: Nick Turner, U. of Sheffield, UK; Anthea Zacharatos, Queen's U.
   Site Managers, Supervisors, and Safety in the Offshore Oil and Gas Industry, Angela O'Dea, U. of Aberdeen, UK; Rhona Flin, U. of Aberdeen, UK
   The Compensatory Role of Transformational Leadership in Promoting Safety Behaviors, Helen Williams, U. of Sheffield, UK; Nick Turner, U. of Sheffield, UK; Sharon K. Parker, U. of New South Wales, Australia
   The Impact of Supportive Leadership and Conscientiousness on Safety Behavior at Work, Mark Anthony Griffin, Queensland U. of Technology; Iain Burley, U. of Queensland, Australia; Andrew Neal, U. of Queensland, Australia
   Safety Climate and Leadership Factors as Predictors of Injury Records in Work Groups, Dov Zohar, Israel Institute of Technology, Israel
   Discussant: Julian Barling, Queen's U.

566. Paper Session: Training
   •  2:00-  3:20 Sheraton Centre: Dufferin
   Chair: Elizabeth Ravlin, U. of South Carolina
   Company-Based Continuous Education: What's the Pay-off for Employers?, Graeme Martin, U. of Abertay Dundee; Judy Pate, U. of Abertay Dundee; Phil Beaumont, U. of Glasgow
   Theoretical and Practical Implications of Biodata Prediction Patterns, Michelle Ann Dean, U. of North Texas; Craig J. Russell, U. of Oklahoma; Eric P. Braverman, AT&T
   The Effects of Training in Verbal Self-Guidance and Goal Setting on Team-Playing Behavior: A Field Experiment, Tzvory C. Brown, Memorial U. of Newfoundland; Gary P. Latham, U. of Toronto
   Does Training Improve Organizational Effectiveness? A Review of the Evidence, Phyllis Tharenou, Monash U.
   Discussant: Debra Cohen, George Washington U.

   •  2:00-  3:20 Sheraton Centre: Civic Ballroom

244. JS:[HR, CM] Exploring Persistent Patterns in Workplace Aggression
   •  2:00-  3:20 Sheraton Centre: Conference Room D&E

568. HR Social Hour
   •  5:30-  7:30 Sheraton Centre: Dominion Ballroom N

Wednesday  8:30AM

   •  8:30-10:20 Sheraton Centre: Simcoe
   Chair: Angela Joy Carter, U. of Sheffield, UK
   Teamwork and Mental Health: A Multi-Sample and Multi-Level Study, Michael A. West, Aston U., Birmingham, England; Angela Joy Carter, U. of Sheffield, UK; Carol S. Borrill, Aston U., Birmingham, England; Malcolm Patterson, U. of Sheffield, UK
   Group Processes and Individual Well-Being in a Production Company, Sabine Sonntag, U. of Konstanz; Maria Djistra, U. of Amsterdam; Anne Evers, U. of Amsterdam; Daan L. van Knippenberg, U. of Amsterdam; Annelles E. M. van Vianen, U. of Amsterdam
   Team Viability, Group Processes and Well-Being in Secondary Healthcare Teams, Angela Joy Carter, U. of Sheffield, UK
   Discussant: Michael A. West, Aston U., Birmingham, England

570. Paper Session: Diversity
   •  8:30-10:20 Sheraton Centre: Dufferin
   Chair: Caren Goldberg, George Washington U.
   Ethnic Group Differences in Cognitive Ability in Employment and Educational Settings: A Meta-analysis, Philip L. Roth, Clemson U.; Craig A. BeVier, Clemson U.; Philip Bobko, Gettysburg College; Fred S. Switzer, Clemson U.; Peggy Tyler, Clemson U.
   A Comparison of Behavioral and Legal Perspectives on Age-Related Differences in Training and Development Opportunities at Work, Todd J. Maurer, Georgia Institute of Technology; Nancy E. Rafuse, Paul, Hastings, Janofsky, and Walker, LLP
   Integrating Research and Practice: Toward a Theory of Diversity Management, Dham Prakash Sharma Bhawuk, U. of Hawaii, Manoa
   Why are Women Paid Less, But Given Higher Raises?, Michael Harris, U. of Missouri, St. Louis; Brad Gilbreath, Indiana U./Purdue U., Fort Wayne; James Sunday, Westinghouse Electric Corporation, Retired
   Discussant: David Kravitz, George Mason U.
<table>
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<th>Wednesday 10:40AM</th>
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| **571.** Symposium: Work and Family in a New Age  
Chair: Shelley M. MacDermid, Purdue U.  
Organizers: Ellen Galinsky, Families and Work Institute; James T. Bond, Families and Work Institute  
Occupational Segregation and Gender Differences in Work-family Conflict, David J. Maume, Jr., Kunz Center for the Study of Work and Family; Paula Houston, Kunz Center for the Study of Work and Family  
The Role of Organizational Size and Industry in Workers Experiences, Shelley M. MacDermid, Purdue U.; Jodie Hertzog, Purdue U.; Katherine Kensinger, Purdue U.; John L. Zipp, U. of Akron  
*Discussants:* Ellen Ernst Kossek, Michigan State U.; Ellen Galinsky, Families and Work Institute |

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<th>Wednesday 12:20PM</th>
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| **573.** Paper Session: Benefits  
Chair: Janet H. Marler, State U. of New York, Albany  
An Exploratory Investigation of The Determinants of Investment Risk Behavior in Employer Sponsored Pension Plans, James Hamilton Dulebohn, Georgia State U.  
Basic and Career Enrichment Benefit Satisfaction: Scale Development and Initial Evidence of Their Discriminant Validity, Gary Blau, Temple U.; Kimberly Merriman, Temple U.; Sally Rudmann, Ohio State U.  
*Published in Conference Proceedings*  
Discussant: MaryAnne M. Hyland, Adelphi U. |

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| **572.** Paper Session: Selection - Interviews  
Chair: Robert Jones, Southwest Missouri State U.  
Developing a Nomological Network for Interview Structure: Antecedents and Consequences of the Structured Selection Interview, Derek Chapman, U. of Waterloo  
Effects of Procedural and Outcome Accountability on Interview Validity, Mary Brtek, Auburn U.; Montgomery; Stephan J. Motowidlo, U. of Florida  
The Effects of Employment Equity Program and Interview Structure on Perceptions of Fairness and Perceived Qualifications of Aboriginal Job Applicants, Gerard H. Seijts, U. of Manitoba; Shannan E. Jackson, U. of Manitoba  
*Discussant:* Arup Varma, IHR/Ioyola U. |

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<th>Wednesday 10:40AM</th>
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| **383.** IP: Brain Drain, AIDS and Organizational Outcomes  
Chair: Robert Jones, Southwest Missouri State U.  
Developing a Nomological Network for Interview Structure: Antecedents and Consequences of the Structured Selection Interview, Derek Chapman, U. of Waterloo  
Effects of Procedural and Outcome Accountability on Interview Validity, Mary Brtek, Auburn U.; Montgomery; Stephan J. Motowidlo, U. of Florida  
The Effects of Employment Equity Program and Interview Structure on Perceptions of Fairness and Perceived Qualifications of Aboriginal Job Applicants, Gerard H. Seijts, U. of Manitoba; Shannan E. Jackson, U. of Manitoba  
*Discussant:* Arup Varma, IHR/Ioyola U. |
International Management

Program Chair: Srilata Zaheer, U. of Minnesota
Professional Development Workshop Chair: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

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<tr>
<th>Start</th>
<th>Division Program</th>
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<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>1:00pm</td>
<td>374. Designing and Conducting Large Multi-Country Research Projects</td>
<td>76. SPDW: Successful Women Worldwide: A New Time for Understanding \ SC:Conference Room G</td>
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<td>• SC:Conference Room E</td>
<td>30. SPDW: Global Management and the Science of Time \ Off:Ontario Science Centre</td>
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<td>3:00pm</td>
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<td>37. SPDW: CMSW Doctoral Workshop \ SC:Norfolk</td>
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<td>4:00pm</td>
<td>375. Studying Recent Changes in the Japanese Business System \ SC:Conference Room D</td>
<td>38. SPDW: CMSW Junior Faculty Workshop \ SC:York</td>
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<td>39. SPDW: CMSW Reception for Arriving Critters \ SC:Conference Room B&amp;C</td>
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<td>30. SPDW: CMSW Breakfast \ RY:Ontario</td>
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<td>39. SPDW: Social Networks Research \ SC:York</td>
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<td>8:30am</td>
<td>376. Doctoral Consortium-Saturday \ SC:Conference Room G</td>
<td>30. SPDW: CMSW: What’s Critical? \ RY:Ontario</td>
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<td>377. Junior Faculty Consortium-Saturday \ SC:Conference Room F</td>
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<td>378. International Management Teaching Workshop \ SC:Conference Room D</td>
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<td>101. SPDW: CMSW: Practice/Activity Theory \ RY:Ontario</td>
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<td>1:00pm</td>
<td>379. Your Career as an IM Researcher \ SC:Dominion Ballroom S</td>
<td>102. SPDW: CMSW: Teaching Critically \ RY:Tudor 7</td>
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<td>2:30pm</td>
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<td>103. SPDW: Structural Equation Modeling in Cross-Cultural Research \ SC:Elgin</td>
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<td>4:30pm</td>
<td>380. Strategies For Publishing International Management Research \ SC:Dominion Ballroom N</td>
<td>104. SPDW: Interpretive Methods for Critical Research \ RY:Ontario</td>
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<td>173. SPDW: CMSW: Critical Perspectives on Strategy \ RY:Tudor 7</td>
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<td>6:30pm</td>
<td>381. Professional Development Workshops Reception \ SC:Dominion Ballroom S</td>
<td>115. SPDW: CMSW Reception and Roundtables \ RY:Ballroom</td>
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<td>7:30pm</td>
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<td>116. SPDW: CMSW: Social Time \ RY:Ballroom</td>
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<td>8:00am</td>
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<td>117. SPDW: CMSW Organizational Meeting and Breakfast \ RY:Ballroom</td>
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<td>8:30am</td>
<td>382. Doctoral Consortium-Sunday \ SC:Conference Room G</td>
<td>118. SPDW: CMSW Critical Research in the Management Journals \ RY:Ballroom</td>
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<td>122. SPDW: CMSW: Gender, Work, and Employment in Academia \ RY:British Columbia</td>
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<td>123. SPDW: CMSW: Critical Perspectives on Strategy \ RY:Tudor 7</td>
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<td>10:30am</td>
<td>383. Richman Dissertation Award Finalists \ SC:Dominion Ballroom N</td>
<td>150. SPDW: How International Members Can Become Leaders in AoM \ SC:Conference Room G</td>
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<tr>
<td>8:25am</td>
<td>384. Division Welcome \ H:Carmichael, Jackson</td>
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<td>172. SHCS: Virtual Teams vs Traditional Teams \ SC:Dominion Ballroom N</td>
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<td>8:50am</td>
<td>385. Distinguished Scholar Forum \ H:Carmichael, Jackson</td>
<td>267. SIT: Diversity and Identity in Teams \ SC:Windsor West</td>
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<td>268. SIT: The Power of Time \ SC:Windsor East</td>
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<td>176. SHCS: Rigor and Relevance in Research \ SC:Ballroom Centre</td>
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<td>11:00am</td>
<td>386. Revisiting Individualism and Collectivism \ H:Lismer</td>
<td>177. SHCS: Suppressing Business Bribery \ SC:Ballroom East</td>
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<td>12:20pm</td>
<td>387. Innovation in MNCs \ H:Carmichael, Jackson</td>
<td>214. JS: New Directions in International HRM \ H:McDonald</td>
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<td>389. Culture Shock and All That \ H:Lismer</td>
<td>187. SHCS: Potential of Cultural Differences \ SC:Ballroom Centre</td>
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<td>4:10pm</td>
<td>391. Creating Value Through R&amp;D and Franchising \ H:Carmichael, Jackson</td>
<td>226. JS: Social Capital and Its Buzzwords \ H:McDonald</td>
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<td>392. The Institutional Story \ H:Lismer</td>
<td>277. SIT: Leadership: History, Culture &amp; Info \ RY:New Brunswick</td>
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<td>278. SIT: Ownership Make a Difference \ RY:Saskatchewan</td>
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### Tuesday

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<tr>
<td>8:30am</td>
<td>Culture and the Psychological Contract • SLismer</td>
<td>Sheraton Centre</td>
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<td>8:50am</td>
<td>Foreignness as Asset and Liability • HCarmichael, Jackson</td>
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<td>10:30am</td>
<td>Confucian Values and Organizational Behavior • HCarmichael, Jackson</td>
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<td>Global Monoculture or Multiculture? • HLismer</td>
<td>Sheraton Centre</td>
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<td>2:00pm</td>
<td>Alliance/JV Governance • HCarmichael, Jackson</td>
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<td>3:40pm</td>
<td>CEOs, TMTs and International Performance • HLismer</td>
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<td>5:30pm</td>
<td>IM Business Meeting • HLisner</td>
<td>Sheraton Centre</td>
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<td>Knowledge Search and Transfer • HCarmichael, Jackson</td>
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<td>Navel-gazing, Globalization and a New World Order? • HCarmichael, Jackson</td>
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<td>International Careers of Female Managers • HLisner</td>
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<td>Member Feedback and Reflection • HCarmichael, Jackson</td>
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### Wednesday

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<td>8:00am</td>
<td>CMSW Plenary: What’s Critical about Critical Management Studies?</td>
<td>Royal York</td>
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<td>10:00am</td>
<td>International Management Teaching Workshop • H Lisonder</td>
<td>Royal York</td>
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<tr>
<td>11:00am</td>
<td>IMD Doctoral Consortium-Saturday</td>
<td>Royal York</td>
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<tr>
<td>8:00am</td>
<td>IMD Junior Faculty Consortium-Saturday</td>
<td>Sheraton Centre</td>
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<tr>
<td>1:00pm</td>
<td>International Management Teaching Workshop • H Lisonder</td>
<td>Sheraton Centre</td>
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</tbody>
</table>

### Friday 1:00PM

**574.** Designing and Conducting Large Multi-Country Research Projects: Lessons from the GLOBE Research Program
- 1:00 - 5:00 Sheraton Centre: Conference Room E
- Organizer: Mansour Jadidian, U. of Calgary
- Panel: Charles Altscha, U. de Buenos Aires; Felix C. Brodbeck, U. of Munich; Paul Hanges, U. of Maryland; Robert J. House, U. of Pennsylvania

**78.** Successful Women Worldwide: A New Time for Understanding
- 1:00 - 4:00 Sheraton Centre: Conference Room G

**80.** Chronos and Kairos: Global Management and the Science of Time
- 1:00 - 8:00 Off Site: Ontario Science Centre

**81.** SPDW: CMS, BPS, CAR, CM, ENT, DDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop
- 3:00 - 6:00 Sheraton Centre: Norfolk

### Saturday 7:30AM

**86.** CMSW Breakfast • H McDonald
- 7:30- 8:00 Royal York: Ontario

### Saturday 8:00AM

**89.** Social Networks Research • H McDonald
- 8:00- 5:00 Sheraton Centre: York

### Saturday 8:30AM

**576.** IMD Doctoral Consortium-Saturday
- 8:30- 6:30 Sheraton Centre: Conference Room G
- By invitation only; Breakfast sponsored by NYU Stern School of Business.
- Organizer: Myles Shaver, New York U.

**577.** IMD Junior Faculty Consortium-Saturday
- 8:30- 6:30 Sheraton Centre: Conference Room F
- Registration fee $30; By invitation only; Breakfast and refreshments provided.
- Organizer: Schon Beechler, Columbia U.
- Panel: Ben L. Kedia, U. of Memphis; Vladimir Pucik, IMD; Alan M. Rugman, U. of Oxford; Susan C. Schneider, U. of Geneva; Sully Taylor, Portland State U.; Mary Ann Von Glinow, Florida International U.; Srilata Zaheer, U. of Minnesota

### Saturday 9:00AM

**578.** International Management Teaching Workshop • H McDonald
- 9:00- 1:00 Sheraton Centre: Conference Room D
- Preregistration with Jeanne McNett (jmcnett@assumption.edu) required. Lunch and refreshments sponsored by Blackwell Publishers.
International Management

Organizers: Jeanne McNett, Assumption College; Colette Frayne, California Polytechnic State U.
Panel: Allan Bird, California Polytechnic State U.; Mike Geringer, California Polytechnic State U.; Carol Harvey, Assumption College; Anne-Wil Harzing, U. of Bradford; Henry Lane, Northeastern U.; Martha L. Maznevski, U. of Virginia; Yim-Yu Wong, San Francisco State U.; Lena Zander, Stockholm School of Economics

Saturday 10:00AM

101. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
   • 10:00- 1:00 Royal York: Ontario

102. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   • 10:00- 1:00 Royal York: Tudor 7

Saturday 1:00PM

579. →Navigating Your Career as an International Management Researcher: Dilemmas, Trade-offs, and Strategies
   • 1:00- 4:00 Sheraton Centre: Dominion Ballroom S
Organizer: Tialan Chi, U. of Illinois
Panel: Michael A. Hitt, Texas A&M U.; Stefanie A. Lenway, U. of Minnesota; Oded Shenkar, Tel-Aviv U.; Bernard Yeung, New York U.

103. →SPDW:(IM, RM) Structural Equation Modeling in Cross-Cultural Research
   • 1:00- 4:00 Sheraton Centre: Elgin

Saturday 2:30PM

111. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
   • 2:30- 5:30 Royal York: Ontario

112. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   • 2:30- 5:30 Royal York: Tudor 7

Saturday 4:30PM

580. →Strategies For Publishing International Management Research in Mainstream vs. Specialized Journals
   • 4:30- 6:30 Sheraton Centre: Dominion Ballroom N
Organizer: Rosalie L. Tung, Simon Fraser U.

Saturday 5:30PM

115. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
   • 5:30- 7:30 Royal York: Ballroom

Saturday 6:30PM

581. →IMD Professional Development Workshops Reception
   • 6:30- 8:00 Sheraton Centre: Dominion Ballroom S
New international members are invited; For IMD Junior Faculty/Doctoral Consortium, and PDW participants; Sponsored by Blackwell Publishers.
Organizer: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

Saturday 7:00AM

582. →IMD Doctoral Consortium-Sunday
   • 8:00- 10:00 Sheraton Centre: Conference Room G
By invitation only; Breakfast sponsored by NYU Stern School of Business.
Organizer: Myles Shaver, New York U.

583. →IMD Junior Faculty Consortium-Sunday
   • 8:30- 12:00 Sheraton Centre: Conference Room F
Registration fee $30; By invitation only; Breakfast and refreshments provided.
Organizer: Schon Beechler, Columbia U.
Panel: Ben L. Kedia, U. of Memphis; Vladimir Pucik, IMD; Alan M. Rugman, U. of Oxford; Susan C. Schneider, U. of Geneva; Sully Taylor, Portland State U.; Mary Ann Von Glinow, Florida International U.; Srilata Zaheer, U. of Minnesota

Sunday 10:00AM

130. →SPDW:(IM, MED, CAR) How International Members Can Become Leaders in the Academy of Management
   • 10:00- 12:00 Sheraton Centre: Conference Room G

Sunday 10:30AM

584. →Barry M Richman Dissertation Award Finalists Presentations
   • 10:30- 12:00 Sheraton Centre: Dominion Ballroom N
Chair: Stephen B. Tallman, U. of Utah
Organizer: Myles Shaver, New York U.
Presenters: Alvaro Cuervo, U. of Minnesota; Donald L. Ferrin, State U. of New York, Buffalo; Rachelle Sampson, New York U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
### Virtual Teams are From Traditional Teams

Scholar-Practitioner Debate: Exploring How Different Form for the New Century? A Multi-disciplinary

Collectivism

Henwood: "A New Economy? Beyond the Hype."

B116 Legend: ☯= theme, ☀= teaching, ☐= management practice, ☐= international, Other abbreviations p. A38 - 39

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
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</table>
| Monday 8:25AM | IM Division Welcome  
| 8:25 - 8:45 Hilton: Carmichael, Jackson |

Welcome: Douglas Nigh, U. of South Carolina; Srilata Zaheer, U. of Minnesota; Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign; Farok Contractor, Rutgers U.; Stephen B. Tallman, U. of Utah |

| 8:30-10:20 Sheraton Centre: Dominion Ballroom N |

| Monday 8:50AM | Division: AICM-IMD Distinguished Scholar Forum: "Theorizing About Organization Cross-Nationally"  
| 8:50-10:50 Hilton: Carmichael, Jackson |

Chair: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign  
Keynote Speaker: John Child, Cambridge U.; Hong Kong U.  
Panel: John R. Kimberly, U. of Pennsylvania/INSEAD; Oded Shenkar, Ohio State U.; Tel-Aviv U.; Gordon Redding, INSEAD  
Discussant: Michael A. Hitt, Texas A&M U. |

| Monday 9:00AM | SHCS: RM, IM, OMT) Rigor and Relevance in Organization and Management Research  
| 8:50-10:20 Sheraton Centre: Ballroom Centre |

| Monday 10:00AM | SHCS: SIM, IM International Cooperation for the Suppression of Business Bribery in the Global Economy  
| 9:00-10:20 Sheraton Centre: Ballroom East |

| Monday 10:40AM | IS:(IM, HR) Exploring New Directions in International Human Resource Management  
| 10:40-12:00 Hilton: McDonald |

| Monday 11:00AM | Paper Session: Revisiting Individualism and Collectivism  
| 11:00-12:20 Hilton: Lismer |

Chair: Daniel A. Ondrack, U. of Toronto  
Culture and Career Commitment, Fauziah Noordin, MARA Institute of Technology, Selangor, Malaysia; Cathy Zimmer, North Carolina State U.; Trevor Williams, Queensland U. of Technology  

| Monday 2:30PM | Paper Session: Global Integration: The Promise and the Perception  
| 2:30-3:50 Hilton: Carmichael, Jackson |

Chair: Joseph Lampe, U. of Nottingham  
Predicting Shared Integration and Responsiveness Perceptions in a Multinational Corporation, William Newbury, Rutgers U. |
The Role of Procedural Justice, Perceived Organizational Support, and Individualism-Collectivism in Motivating Organizational Citizenship Behavior of Employees in the People’s Republic of China, Bradley L. Kirkman, U. of North Carolina, Greensboro; Kevin B. Lowe, U. of North Carolina, Greensboro; Danyang Peng, Wachovia Bank

An Examination of Procedural Justice Principles in China and the U.S., Jasmine Tata, Loyola U., Chicago; Ping Ping Fu, Chinese U. of Hong Kong; Rongqian Wu, Suzhou U., China

Strategic Decision-Making, Procedural Justice, and Team Commitment in International Joint Ventures: A Path Model Assessment of Relationships, James Patrick Johnson, Old Dominion U.

Discussant: Rabi S. Bhagat, U. of Memphis

Paper Session: Foreignness as Asset and Liability: The Challenges of Doing Business Abroad

Chair: Yair Aharoni, Tel-Aviv U.

Challenges Faced by Small and Medium Sized Japanese Companies Investing Abroad, Sushil Yachani, Boston U.

Globalization of Domestic Firms in Emerging Market Economies: The Role That Foreign Ownership Plays, Pradeep Chhibber, U. of Michigan; Sumit Majumdar, Imperial College of Science, Technology and Medicine


Winner of IM Division Best Paper Award
Published in Conference Proceedings

Discussant: Stewart Miller, Michigan State U.

Paper Session: Confucian Values and Organizational Behavior: Are China and Taiwan Any Different?

10:30- 11:50 Hilton: Carmichael, Jackson

Employee Involvement Antecedents of Job Satisfaction, Employee Cooperation and Intention-to-Quit in U.S. Invested Enterprises in China, Dow Scott, Loyola U., Chicago; James W. Bishop, U. of Tampa; Xiangming Chen, U. of Illinois, Chicago

Employee Reactions to Supervisory Directions in Four Types of Firms in Taiwan: The Effects of Company Policies, Peer Consensus and Independent Assessment, NaiLin Bu, Queen’s U.; T.K. Peng, I-Shou U.; Timothy J. Craig, U. of Victoria

The Influence of Power Distance on the Relationship between Participation and Attitudinal and Performance Outcomes in the People’s Republic of China, Anne Marie Francesco, Hong Kong Baptist U.; Zhen Xiong Chen, Hong Kong Baptist U.

The Influence of Confucian Ideology on Conflict Management, Jun Yan, Texas Tech U.; Ritch L. Sorenson, Texas Tech U.

Discussant: Diane Liang Rulke, U. of London

Paper Session: Theme Session: The Effects of Time and Timing in Internationalization

10:30- 11:50 Hilton: Carmichael, Jackson

Chair: Stephen E. Weiss, York U.


Competitive Reaction, Imitation and Bunching in Foreign Entry Decisions, Shige Makino, Chinese U. of Hong Kong; Andrew Delios, Hong Kong U. of Science and Technology

The Determinants of Timing in Sequential Entry Decisions: An Exploratory Analysis, Vibha Gaba, U. of Oregon; Michael V. Russo, U. of Oregon; Gerardo Rivera Ungson, U. of Oregon

Discussant: Alvaro Cuervo, U. of Minnesota

Tuesday 2:00PM

Symposium: Global Monoculture or Multiculture? Will the Next Century Bring Standards or Variation in Organizational Practice?

2:00- 3:20 Hilton: Lisper

Chair: Christopher McKenna, Johns Hopkins U.

Presenters: Lars Engwall, Uppsala U.; Philip Scranton, Rutgers U.; Richard Whittington, U. of Oxford

Paper Session: Running the Show: The Whys and Wherefores of Alliance Governance

2:00- 3:20 Hilton: Carmichael, Jackson

Chair: Tom Murtha, U. of Minnesota

Which Alliance Organizational Form is Best? An Empirical Study of the Acquisition of Technology By U.S. Firms From Foreign Partners, Farok Contractor, Rutgers U.; Wonchan Ra, Korea Institute for Industrial Economics

The Impacts of Alliance Purpose and Partner Similarity on Alliance Governance, Ninit Pangarkar, National U. of Singapore; Saul Klein, U. of Witwatersrand

Knowledge Search and Governance Choice in International Joint Ventures, Jiatao Li, Hong Kong U. of Science and Technology

The Governance Structure of IJVs: A Comparison of Manufacturing and Service IJVs, Louis Hebert, U. of Western Ontario; Cyril D. Bouquet, U. of Western Ontario

Discussant: Ruth Aguilera, U. of Illinois, Urbana-Champaign

Tuesday 3:40PM

Paper Session: Role Plays: CEOs,TMTs and International Performance

2:00- 3:20 Royal York: Canadian 6

Chair: John Mezias, Tel-Aviv U.; William H. Duck, Notre Dame U.

Legitimating Ambivalence and Ambiguity, Ritch L. Sorenson, Texas Tech U.; Farok Contractor, Rutgers U.

Globalization and Localization, Philip Scranton, Rutgers U.

Culture and Work, Ruth Aguilera, U. of Illinois, Urbana-Champaign

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Global Monoculture or Multiculture? Will the Next Century Bring Standards or Variation in Organizational Practice?
 tổ chức những bài thảo luận chuyên môn với các diễn giả nổi tiếng trong ngành quản trị quốc tế. Các chủ đề thảo luận bao gồm: "The Impact of Top Management Team Characteristics on Strategic Flexibility and Firm Performance in International Environments", "Why MNCs Enter Central and Eastern Europe: Strategic Motivation and Entry Mode Choice", "Internationalization Revisited: The 'Big Step' Hypotheses", "When Muhammed Goes to the Mountain: Globalization, Cathedrals of Modernity, and a New World Order?", "International Knowledge Transfer: Firms' Responses to Government Policy Liberalizations", "Knowledge Search and Knowledge Acceptance: Often Overlooked Preludes to Successful Knowledge Transfer".

B119
The Determinants of Value Creation for Partner Firms in the Global Alliance Context, Jong-Hun Park, City U. of Hong Kong; Kwangsoo Kim, City U. of Hong Kong

Contingent Ownership and Control in International Joint Ventures, Jeffrey J. Reuer, INSEAD

Partners' Credible Threat in the International Joint Venture Game -- A Game Theoretic Approach to the Control-Performance Relationship, Yan Zhang, U. of Southern California; Haiyang Li, Lingnan U.

Failure of Cooperation: A Socio-Political Perspective of International Joint Ventures, Soo Min Toh, Texas A&M U.; Yangmin Kim, Texas A&M U.

Discussant: Carlos Garcia-Pont, IESE, U. of Navarra, Spain.

Wednesday 10:40AM

201. SHCS: (IM, GDO, OB) Managing Multicultural Organizations: A Meeting of the Minds
- 10:40-12:00 Sheraton Centre: Ballroom Centre

259. JS: (IM, OMT) Applying Institutional Theory in International Contexts
- 10:40-12:00 Sheraton Centre: Dominion Ballroom N

Wednesday 12:10PM

607. Symposium: Untapped Global Leadership: International Careers of Female Managers
- 12:10-1:30 Hilton: Lismer


Women as Global Leaders: The Role of Leader-Member Exchange, Linda K. Stroh, Loyola U., Chicago; Arup Varma, Ihrir/Loyola U.

Female Expatriates: The Model Global Manager?, Rosalie L. Tung, Simon Fraser U.

Women as Global Leaders: The Role of Leader-Member Exchange, Linda K. Stroh, Loyola U., Chicago; Arup Varma, Ihrir/Loyola U.

Female Expatriates: The Model Global Manager?, Rosalie L. Tung, Simon Fraser U.

Wednesday 12:20PM

- 12:20-2:10 Sheraton Centre: Dominion Ballroom N

Wednesday 1:30PM

608. Meeting: IM Member Feedback and Reflection
- 1:30-2:10 Hilton: Carmichael, Jackson

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: Douglas Nigh, U. of South Carolina
Facilitators: Farok Contractor, Rutgers U.; Srilata Zaheer, U. of Minnesota; Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign
Management Consulting

Program Chair: William Vroman, U. of Baltimore/Strategic Planning, Inc.
Professional Development Workshop Chair: Kurt Motamedi, Pepperdine U.

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<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>1:00pm</td>
<td>Essentials of Effective Consulting • SC:Kent</td>
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<tr>
<td>8:00am</td>
<td>Advanced Consulting Competencies • SC:Conference Room B</td>
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<tr>
<td>1:00pm</td>
<td>Michael Beer-- Consulting to Build Organization Fitness • Royal York: Concert Hall</td>
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<td>8:00am</td>
<td>Academic Consulting - Complementary or Contradictory? • Royal York: Nova Scotia</td>
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<tr>
<td>12:20pm</td>
<td>The Age of Consulting • Royal York: Nova Scotia</td>
<td>S8: Emotional Intelligence • Royal York: Territories</td>
</tr>
<tr>
<td>2:30pm</td>
<td>C8: The Age of Consulting • Royal York: Nova Scotia</td>
<td>S9: Whole Systems Change • Royal York: Territories</td>
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<tr>
<td>4:10pm</td>
<td>Mastering the Digital Marketplace- Distinguished Speaker • Royal York: Nova Scotia</td>
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<tr>
<td>5:30pm</td>
<td>Management Consulting Division Business Meeting • Royal York: Nova Scotia</td>
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<tr>
<td>6:30pm</td>
<td>MC Social Hour • Royal York: Nova Scotia</td>
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<tr>
<td>7:30pm</td>
<td>MC’s Member and Friends Dinner • Royal York: Nova Scotia</td>
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<tr>
<td>8:30am</td>
<td>Knowledge Management and Effective Consulting • Royal York: Nova Scotia</td>
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<tr>
<td>10:30am</td>
<td>Consulting and Professional Service Firms • Royal York: Nova Scotia</td>
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<tr>
<td>2:00pm</td>
<td>Consulting in Internet Time • Royal York: Nova Scotia</td>
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<tr>
<td>3:40pm</td>
<td>Consulting in Internet Time • Royal York: Nova Scotia</td>
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<tr>
<td>8:30am</td>
<td>SPDW: Workshop on Student Consulting Projects • SC:Kent</td>
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<tr>
<td>1:00-4:00</td>
<td>Sheraton Centre: Kent</td>
<td>Pre-registration before 7/15/00 ($50 late fee) to <a href="mailto:Marjorie.Walsleben@pepperdine.edu">Marjorie.Walsleben@pepperdine.edu</a> -- Check <a href="http://www.uwf.edu/mcd/Welcome">www.uwf.edu/mcd/Welcome</a>: Jeff Kerr, U. of Miami</td>
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<td>6:10</td>
<td>High Impact Consulting in a New Time (PDW-II) - Advanced and Emerging Consulting Competencies</td>
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<td>8:00-6:00</td>
<td>Sheraton Centre: Conference Room B</td>
<td>Pre-registration before 7/15/00 (Fee $50; late $65): <a href="mailto:Marjorie.Walsleben@pepperdine.edu">Marjorie.Walsleben@pepperdine.edu</a> -- Check <a href="http://www.uwf.edu/mcd/Welcome">www.uwf.edu/mcd/Welcome</a>: Jeff Kerr, U. of Miami</td>
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<tr>
<td>610</td>
<td>High Impact Consulting in a New Time (PDW-III) - Michael Beer on Consulting to Build Organization Fitness</td>
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<tr>
<td>8:00-12:00</td>
<td>Royal York: Concert Hall</td>
<td>Pre-registration before 7/15/00 for case material; <a href="mailto:Marjorie.Walsleben@pepperdine.edu">Marjorie.Walsleben@pepperdine.edu</a></td>
</tr>
<tr>
<td>611</td>
<td>Symposium: Management Academics and Consulting: Complementary or Contradictory?</td>
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<tr>
<td>8:30-10:20</td>
<td>Royal York: Nova Scotia</td>
<td>Solutions are provided to Academic/Consulting role conflicts. Welcome: Jeff Kerr, U. of Miami</td>
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<tr>
<td>612</td>
<td>Paper Session: The Age of Consulting-Consulting’s Role in the Development of Modern Enterprise</td>
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<tr>
<td>12:20-2:10</td>
<td>Royal York: Nova Scotia</td>
<td>The ubiquity of consulting makes this an important session. Chair: James J. Carroll, Georgian Court College</td>
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</tbody>
</table>

Friday 1:00PM

High Impact Consulting in a New Time (PDW-I) - Essentials of Effective Consulting: Critical Concepts and Skills
- 1:00-4:00 Sheraton Centre: Kent

Saturday 8:00AM

High Impact Consulting in a New Time (PDW-II) - Advanced and Emerging Consulting Competencies
- 8:00-6:00 Sheraton Centre: Conference Room B

Saturday 1:00PM

SPDW: Workshop on Student Consulting Projects
- 1:00-4:00 Sheraton Centre: Kent

Sunday 8:00AM

High Impact Consulting in a New Time (PDW-III) - Michael Beer on Consulting to Build Organization Fitness
- 8:00-12:00 Royal York: Concert Hall

Monday 8:30AM

Symposium: Management Academics and Consulting: Complementary or Contradictory?
- 8:30-10:20 Royal York: Nova Scotia

Monday 12:20PM

Paper Session: The Age of Consulting-Consulting’s Role in the Development of Modern Enterprise
- 12:20-2:10 Royal York: Nova Scotia
In Search of Explanations for the Consulting Explosion, Berit Ernst, U. of Mannheim, Germany; Alfred Kieser, U. of Mannheim, Germany

Corporate Consulting - A Wellspring of Knowledge?, Robert Sandberg, Fenix Program, Stockholm School of Economics; Andreas Werr, Fenix Program, Stockholm School of Economics

Corporate Superstars and Consultancies, Lars Engwall, Uppsala U.; Carin Eriksson, Uppsala U.


Emotional Intelligence at Work: Does it Make a Difference?
- 12:20- 2:10 Royal York: Territories

Whole Systems Change: How Far Can We Go?
- 2:30- 3:50 Royal York: Territories

Speaker--Mastering the Digital Marketplace
- 4:10- 5:20 Royal York: Nova Scotia
Welcome: William Vroman, U. of Baltimore/Strategic Planning, Inc. 
Presenter: Doug Aldrich, A.T. Kearney

Management Consulting Division Business Meeting
- 5:30- 6:15 Royal York: Nova Scotia
Division Chair: Jeff Kerr, U. of Miami

Management Consulting Division Social Hour
- 6:30- 7:30 Royal York: Nova Scotia
We'd like to invite members to come for an hour of chat and drink.

Management Consulting Friends and Members Dinner
- 7:30- 11:00 Royal York: Nova Scotia
Contact Bill Vroman (bvroman@home), or see www.uwf.edu/mcd for details.
Host: William Vroman, U. of Baltimore/Strategic Planning, Inc.

Paper Session: Knowledge Management- A Key Attribute of Successful Consulting Organizations
- 8:30- 10:10 Royal York: Nova Scotia
Chair: Andreas Werr, Fenix Program, Stockholm School of Economics
The Effect of Uncertainty on the Consultant's Role in an Organization, Robin K. Sronce, Southern Illinois U., Carbondale
The Arbitrage of Knowledge: The Process of Client Knowledge Arbitrage by Management Consulting Firms, Matthew Semadeni, Texas A&M U.
Winner of the Bentley College/Copenhagen Business School Best Student Paper Award

A Knowledge-Based Perspective on Employment Externalization: Effects of Personal Interaction and Knowledge Complexity on the Outcome of a Knowledge Transfer Process, Heige Dahl-Joergensen, U. of Queensland, Australia; Elizabeth George, U. of Queensland, Australia

Key Challenges in the Search for the Effective Management of Knowledge in Management Consulting Firms, Richard Dunford, Macquarie U.
Published in Conference Proceedings
Discussants: David Jamieson, Pepperdine U.; Jim Warren, Center for Collaborative Management

Tuesday 10:30AM

Reengineering, Change and Consulting Effectiveness
- 10:30- 11:50 Royal York: Canadian 12

Tuesday 2:00PM

Paper Session: Professional Services and Networks-- Managing Consulting Firms
- 2:00- 3:20 Royal York: Nova Scotia
Chair: Anthony F. Buono, Bentley College
Relational Expertise and Professional Service Delivery, Kate Walsh, Boston College
Winner of the Bentley College/Copenhagen Business School Best Student Paper Award

The Anatomy of Network Building in Management Consulting Firms, Kari Lilja, Helsinki School of Economics; Flemming Poufelt, U. of Copenhagen

"It's What You Know and Who You Know": The Importance of Technical Skills and Connections in Making Promotion Decisions within Professional Service Firms, Cheryl C. McLean, U. of Massachusetts, Amherst
Winner of the Bentley College/Copenhagen Business School Best Paper Award

Managerial Challenges of Five Management Consulting Firms Operating in Norway, Carsten Syvertsen, Lillehammer College; Joaquim Vilà, IESE, U. of Navarra, Spain.
Discussants: Georges Trepo, HEC, France; Richard Dunford, Macquarie U.

Tuesday 3:40PM

Theme: The New Rules--Consulting in Internet Time
- 3:40- 5:20 Royal York: Nova Scotia
Panel captures dynamics of consulting in 21st Century.
Panel: William Vroman, U. of Baltimore/Strategic Planning, Inc.; Jeff Kerr, U. of Miami; Anthony F. Buono, Bentley College; Kurt Motamed, Pepperdine U.

Wednesday 8:30AM

The Evolution and Current Status of Resistance and Readiness in Organizational Change: Theory, Process, and Practice
- 8:30- 10:20 Royal York: Concert Hall

Frisky Business: Issues and Consequences of Workplace Romance
- 8:30- 10:20 Royal York: Territories

IP: Exploring Consulting Concepts
- 8:30- 10:20 Royal York: Canadian 10
<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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</thead>
<tbody>
<tr>
<td>9:00am</td>
<td>321 MED/OBTS Management 101: Bucknell’s Course • SC:Windsor West</td>
<td>76 SPDW: Service-Learning Community Service Project • Off:Toronto Covenant House</td>
</tr>
<tr>
<td>1:00pm</td>
<td>222 Classroom Defensiveness as a Vaccine • SC:Windsor East</td>
<td>31 SPDW: CMSGW Doctoral Workshop • SC:Norfolk</td>
</tr>
<tr>
<td>1:30pm</td>
<td>221 Overcoming Barriers to Spirituality • SC:Windsor West</td>
<td>28 SPDW: CMSGW Junior Faculty Workshop • SC:York</td>
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<tr>
<td>3:00pm</td>
<td>224 Diversity in ‘Classroom’ 2000 • SC:Kent</td>
<td>26 SPDW: CMSGW Reception for Arriving Critics • SC:Conference Room &amp; C</td>
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<tr>
<td>6:00pm</td>
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<td>25 SPDW: CMSGW Breakfast • RY:Ontario</td>
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<tr>
<td>7:30am</td>
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<td>24 SPDW: CMSGW: What’s Critical? • RY:Ontario</td>
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<tr>
<td>8:00am</td>
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<td>23 SPDW: Making Learning Real: The Ohio Model. • SC:Dufferin</td>
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<tr>
<td>8:30am</td>
<td>243 Critical Management Pedagogy (1) • SC:Dufferin</td>
<td>22 SPDW: Making Time to Talk • SC:Conference Room D</td>
</tr>
<tr>
<td>9:00am</td>
<td>244 Breaking Through Time Constraints • SC:Simcoe</td>
<td>21 SPDW: Teaching OB with Technology • Off:Ryerson Polytechnic U.</td>
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<tr>
<td>10:00am</td>
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<td>20 SPDW: Designing HCM Courses • SC:Kent</td>
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<tr>
<td>11:00am</td>
<td>251 Critical approaches for teaching Strat. &amp; Mgmnt • SC:Simcoe</td>
<td>19 SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
</tr>
<tr>
<td>11:00am</td>
<td>242 Minds for the World • SC:Dominion Ballroom N</td>
<td>18 SPDW: Stakeholder Learning Dialogues • SC:Norfolk</td>
</tr>
<tr>
<td>11:00am</td>
<td>252 Improvisation in Management Education • SC:Conference Room D</td>
<td>17 SPDW: CMSGW: Practice/Activity Theory • RY:Ontario</td>
</tr>
<tr>
<td>1:00pm</td>
<td>245 Mindset for the World • SC:Dominion Ballroom N</td>
<td>16 SPDW: CMSGW: Teaching Critically • RY:Tudor 7</td>
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<tr>
<td>1:00pm</td>
<td>253 Critical Management Pedagogy (2) • SC:Conference Room E</td>
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<tr>
<td>3:30pm</td>
<td>247 Management Education at the Movies • SC:Simcoe</td>
<td>15 SPDW: CMSGW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<tr>
<td>5:00pm</td>
<td>246 Improvisation in Management Education • SC:Conference Room D</td>
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<tr>
<td>8:00am</td>
<td>331 MDSW: Teaching in a New Time • SC:Consortium Room B</td>
<td>14 SPDW: Statistical Software for Data Analysis • H:Varley</td>
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<tr>
<td>8:00am</td>
<td>332 MDSW: A New Time for Distance Learning • SC:Consortium Room S</td>
<td>13 SPDW: CMSGW: Critical Research in the Management Journals • RY:Ballroom</td>
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<tr>
<td>8:30am</td>
<td>333 MDSW: Making Time to Talk • SC:Conference Room D</td>
<td>12 SPDW: CMSGW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
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<tr>
<td>9:30am</td>
<td>334 Future Dimensions of the Academy’s E-media • SC:Conference Room D</td>
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<td>10:00am</td>
<td>335 Know time just-in-time • SC:Conference Room E</td>
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<td>10:00am</td>
<td>336 Management Educators in the New Millennium • SC:Huron Out of Time: Making a Virtual Community • SC:Conference Room D</td>
<td>11 SPDW: Re-Creating Time for Teaching OMT • SC:Ballroom West</td>
</tr>
<tr>
<td>12:30pm</td>
<td>337 SHCS: Kairos in Management Education • RY:Quebec</td>
<td>10 SPDW: Backlash, Academia and Change • RY:Tudor 7</td>
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<tr>
<td>12:30pm</td>
<td>338 SHCS: Spiritualities in Management • RY:Territories</td>
<td>9 SPDW: How International Members Can Become Leaders in AoM • SC:Conference Room G</td>
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<tr>
<td>2:30pm</td>
<td>339 SHCS: Leadership as Vocation or Calling: Management and Spirituality • SC:Civic Room</td>
<td>8 SPDW: CMSGW Plenary Speaker: Doug Henwood • RY:Ballroom</td>
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<tr>
<td>2:30pm</td>
<td>340 Multi-Media and Global Business • RY:British Columbia</td>
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<td>8:00am</td>
<td>341 MED Division Welcome • RY:British Columbia</td>
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<tr>
<td>8:30am</td>
<td>342 Management Education in Turkey • RY:British Columbia</td>
<td>33 SPDW: The University in New Times • RY:Concert Hall</td>
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<tr>
<td>10:40am</td>
<td>343 Learning as a Developmental Process • RY:British Columbia</td>
<td>32 SPDW: The Affective Side of Learning • RY:Canadian 1</td>
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<tr>
<td>12:20pm</td>
<td>344 A New Time For Distance Learning • RY:British Columbia</td>
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<tr>
<td>12:20pm</td>
<td>345 Past MED Chairs • RY:Tudor 9</td>
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<td>2:30pm</td>
<td>346 The Affective Side of Learning • RY:Canadian 1</td>
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**Floor Plans:**
- Royal York: E1 - E2
- Sheraton Centre: E3 - E4
- Hilton: E5
- Surrounding Area: E6

**Program Chair:** Robert DeFillippi, Suffolk U.

**Professional Development Workshop Chair:** Elena P. Antonacopoulou, U. of Manchester
<table>
<thead>
<tr>
<th>Day</th>
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<tbody>
<tr>
<td>Tuesday</td>
<td>8:30am</td>
<td>Cognitive Models for Assessing Learning</td>
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<td>10:30am</td>
<td>Outcomes Assessment Tools</td>
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<td>Multiple Perspectives on Learning</td>
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<td>3:40pm</td>
<td>The Ohio Model for Problem-Based Learning</td>
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<td>5:30pm</td>
<td>MEDI Business Meeting</td>
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<td>7:00pm</td>
<td>MEDI Social</td>
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<td>8:30pm</td>
<td>Leadership: A Fresh Look</td>
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<td>10:40am</td>
<td>The Accreditation Process</td>
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<td>12:20pm</td>
<td>Teaching Strategic Management</td>
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**Wednesday**

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<tr>
<td>8:00am</td>
<td>Sheraton Centre: Norfolk</td>
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<tr>
<td>8:30am</td>
<td>Classroom Defensiveness as a Vaccine</td>
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<td>Overcoming Barriers to Teaching Spirituality in a Business Classroom:</td>
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<td>12:20pm</td>
<td>New Doctoral Students Consortium</td>
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<td>2:30pm</td>
<td>SDSW; (SIM, ONE, MED, PNP) Service-Learning Community Service Project</td>
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<td>• 9:00 - 8:00 Off Site: Toronto Covenant House</td>
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<td>3:00pm</td>
<td>SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, PNP,</td>
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<td>• 1:00 - 6:00 Sheraton Centre: Norfolk</td>
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<td>4:00pm</td>
<td>SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, PNP,</td>
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<td>• 2:00 - 4:00 Sheraton Centre: Windsor West</td>
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<td>7:00pm</td>
<td>SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, PNP,</td>
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<td>• 3:00 - 6:00 Sheraton Centre: York</td>
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**Friday**

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<tr>
<td>7:30am</td>
<td>CMSW Breakfast</td>
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<td>8:00am</td>
<td>Making Time to Talk: Stakeholder Learning Dialogs</td>
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<td>• 2:30 - 5:00 Sheraton Centre: Windsor West</td>
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<td>• 4:00 - 7:00 Sheraton Centre: York</td>
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<td>• 6:30 - 9:30 Sheraton Centre: Norfolk</td>
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**Saturday**

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<td>• 8:00 - 5:00 Sheraton Centre: Toronto</td>
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<td>9:00am</td>
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<td>• 1:00 - 4:00 Sheraton Centre: Windsor East</td>
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<td>10:00am</td>
<td>SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, PNP,</td>
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<td>• 6:00 - 8:00 Sheraton Centre: York</td>
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<td>12:00pm</td>
<td>SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, PNP,</td>
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<td>• 10:00 - 1:00 Sheraton Centre: New Brunswick</td>
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<td>6:00pm</td>
<td>SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, PNP,</td>
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<td>• 2:00 - 5:00 Sheraton Centre: Norfolk</td>
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**Legend:** □ = theme, □□ = teaching, ▫ = management practice, ☯ = international, Other abbreviations p. A38 - 39
Saturday 9:30AM

**99. [SPDW](MED, ODC, ONE, SIM) Hands-on Practice in Stakeholder Learning Dialogs**
- 9:30-12:00 Sheraton Centre: Norfolk

Saturday 10:00AM

**101. [SPDW](CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory**
- 10:00-1:00 Royal York: Ontario

**102. [SPDW](CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom**
- 10:00-1:00 Royal York: Tudor 7

Saturday 11:00AM

**626. [Mindsets for the World: Experiments in Globalization and Localization in Management Education**
- 11:00-12:30 Sheraton Centre: Dominion Ballroom N
- Pre-registration by 1st July 2000. Maximum number of participants 48.
  Please contact Jonathan Gosling - gosling@embanet.com
- Organizer: Jonathan Gosling, Lancaster U.
- Panel: Nancy Badore, Consultant; Mark Hamlin, Organisation Resource Ltd; Danica Purg, International Development Centre Slovenia; Purohit Thirunarayana, Indian Institute of Management, Bangalore, India; Qian Kan, Cambridge U.; David Ashton, Lancaster U.; Peter Hawlin, BAE Systems; David Nuttall, BAE Systems

**627. [Meeting the Challenges of the New Times: Critical Approaches for Teaching Strategy and Management**
- 11:00-12:30 Sheraton Centre: Simcoe
- Organizers: Pushkala Prasad, Lund U.; Anshuman Prasad, U. of New Haven

Saturday 1:00PM

**103. [SPDW](MOC, MED) Teaching Managerial and Organizational Cognition: Exploring Successful Strategies**
- 1:00-4:00 Royal York: York

**106. [SPDW](ODC, MED) Problem-Based Learning: Varieties of Experience in Business Schools**
- 1:00-5:00 Royal York: Salon A

**107. [SPDW](BPS, MED) Case Critique Colloquium**
- 1:00-5:00 Sheraton Centre: Norfolk

**108. [SPDW](MED, MC) Workshop on Student Consulting Projects**
- 1:00-4:00 Sheraton Centre: Kent
MED Management Education and Development

Saturday 5:00PM

632. Acting up: Enhancing Management Education Through Improvisation
   • 5:00-6:30 Sheraton Centre: Conference Room D
   Limited spaces. To avoid disappointment please preregister by 15 July by contacting Dan Moshavi: moshavi_d@cob.sjsu.edu
   Organizer: Dan Moshavi, San Jose State U.
   Facilitators: Stephen S. Standifird, Western Washington U.; Dan Moshavi, San Jose State U.

Saturday 5:30PM

115. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Referred Paper Roundtables
   • 5:30-7:30 Royal York: Ballroom

Saturday 6:00PM

116. SPDW:(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
   • 6:00-8:00 Royal York: Upper Canada

Saturday 7:30PM

117. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
   • 7:30-8:30 Royal York: Ballroom

Sunday 7:00AM

633. Using Internet Portals to Facilitate Management Education, Development, and Research
   • 7:00-8:30 Sheraton Centre: Conference Room E
   Organizers: Ricky W. Griffin, Texas A&M U.; Rebecca A. Smith, Texas A&M U.
   Presenters: Ricky W. Griffin, Texas A&M U.; Rebecca A. Smith, Texas A&M U.

118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   • 7:00-8:00 Royal York: Ballroom

Sunday 8:00AM

634. 2000 MED Doctoral Consortium - Your New Time: Time Transitions from Doctoral Student to Faculty Member
   • 8:00-12:00 Sheraton Centre: Conference Room B
   Attendees should be in the last two years of their doctoral program and pre-register by email with Rick Abdelenhalen - ricka@u.washington.edu
   Organizer: Rick Abdelenhalen, U. of Washington, Tacoma
   Keynote Speaker: Anne S. Huff, U. of Colorado
   Participant: Julie Chesley, United States Air Force Academy

635. MED/OBTS Teaching in a New Time: Reviewing and Renewing Personal Approaches to Management Education.
   • 8:00-10:00 Sheraton Centre: Dominion Ballroom S
   "A new time for management education" means new ways of educating managers. For individual educators new ways must be grounded in an understanding of our beliefs, assumptions and values, in short, our philosophy of teaching and learning.
   Organizer: Chris Poulson, California Polytechnic State U.; Pomona
   Presenters: Bryan Mundell, Bocconi Graduate School of Business; Chris Poulson, California Polytechnic State U., Pomona

119. SPDW:(RM, MED) Statistical Software and Freeware for Data Analysis in Management
   • 8:00-10:00 Hilton: Varley

   • 8:00-10:30 Royal York: Ballroom

123. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
   • 8:00-10:30 Royal York: British Columbia

Sunday 8:30AM

636. Future Dimensions of the Academy’s E-media
   • 8:30-10:00 Sheraton Centre: Conference Room D
   Coffee sponsored by AoM online.
   Organizer: Charles B. Wankel, Saint John’s U.
   Presenters: Charles B. Wankel, Saint John’s U.; Alan B. Eiener, Pace U.; Paul Shrivastava, Bucknell U.

   • 8:30-10:00 Sheraton Centre: Conference Room E
   Organizer: Leigh Stelzer, Seton Hall U.
   Moderator: Raquel Benbunan-Fich, Seton Hall U.
   Presenters: Patricia L. Farley, Telcordia Technologies; Eileen Cleary, Irwin McGraw Hill

Sunday 9:30AM

128. SPDW:(OMT, MED) Re-Creating Time: Narrative, Storytelling, and Theatres for Teaching OMT
   • 9:30-12:00 Sheraton Centre: Ballroom West

Sunday 10:00AM

638. The Times they are A-Changing: An Exercise in Critical Thinking
   • 10:00-11:30 Sheraton Centre: Dominion Ballroom S
   Organizer: Jane Schmidt-Wilk, Maharishi U. of Management
   Facilitators: Dennis P. Heaton, Maharishi U. of Management; David S. Steingard, Saint Joseph’s U.; Dale E. Fitzgibbons, Illinois State U.

129. SPDW:(GDO, MED) Backlash in Academia: Let’s Talk About It!
   • 10:00-12:00 Royal York: Tudor 7

130. SPDW:(IM, MED, CAR) How International Members Can Become Leaders in the Academy of Management
   • 10:00-12:00 Sheraton Centre: Conference Room G

Sunday 10:30AM

   • 10:30-12:00 Sheraton Centre: Huron
   Organizers: Cynthia Hardy, U. of Melbourne; Ian Palmer, U. of Technology, Sydney
   Facilitators: Joseph E. Garcia, Western Washington U.; Gill Palmer, U. of Wollongong, Australia; Peter McGraw, Macquarie U.
Introduction: Cynthia Hardy, U. of Melbourne

640. ☯Outside of Time: Making a Management Class into a Virtual Community
Organizer: Charles B. Wankel, Saint John's U.
Moderator: Charles B. Wankel, Saint John's U.
Presenters: Paul Shrivastava, Bucknell U.; Michael Wolfe, College of Staten Island

134. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."

Monday 8:00AM
641. MED Division Welcome with Coffee and Bagels
Program Chair: Robert DeFillippi, Suffolk U.

Monday 8:30AM
642. Symposium: Management Education in Turkey: A Historical and Institutional Perspective
Chair: Sibel Yamak, Galatasaray U.
The Ideational Bases of Management Education in Turkey: A Historical Perspective: Behlul Usdiken, Sabanci U.
Institutional Frames of Management Education in Turkey: A Diverse Past and a Converging Present: Selami Ali Sargut, Baskent U.
Growing Challenge for Management Education in Turkey: Will Adaptation of the Western Education Models Be Enough?: Ahmet Acar, Middle East Technical U.
Discussant: Nakiye Boyaciogilier, San Jose State U.

173. ☯SHCS:(MED, MOC) Kairos in Management Education: An Opportunity to Reassess the Ideology of Consequentialist Justifications of Learning

205. ☯JS:(MED, SIM) Integrating Spirituality into Management Education in Academia and Organizations: Current Practices and Possible Future Directions

207. ☯JS:(CAR, MED) The New Leadership Career as Vocation or Calling: A Conversation between Management and Spirituality

Monday 10:40AM
643. Paper Session: Learning as a Developmental Process
Chair: Laurie P. Milton, U. of Calgary
The Development and Validation of a Measure of Stages of Learning Motivation in an Educational Environment: Michael Cole, Auburn U.; Stanley G. Harris, Auburn U.
An Empirical Study of the Pluralism of Learning and Adaptive Styles in an MBA Program: Richard E. Boyatzis, Case Western Reserve U.; Charalampos Mainemelis, Case Western Reserve U.

Collective Learning: A Longitudinal Study of a Management Cohort, Lisa A. Horvath, George Washington U.
Discussants: Ewan Ferlie, Imperial School of Management; Randi L. Sims, Nova Southeastern U.

Monday 12:20PM
644. ☯Paper Session: A New Time for Distance Learning: New Media, New Students, New Content
Chair: Daniel M. Everseth, U. of Idaho
Do Web-Based Courses and Projects Enhance the Learning Environment?: Douglas N. Ross, Towson U.
Student Personality Types and Predispositions Towards Distance Education: Charles Fornaciari, Florida Gulf Coast U.; Charles S. Mathews, Florida Gulf Coast U.

The Effective Use of Multimedia Distance Learning Technology: The Role of Technology Self-Efficacy, Attitudes, Reliability, Use and Distance in a Global Multimedia Distance Learning Classroom: Marcia A. Cavanaugh, Cornell U.; George T. Milkovich, Cornell U.; Judy Tang, Shanghai Jiao Tong U.
Discussants: Leigh Stelzer, Seton Hall U.; Nicholas S. Miceli, Morgan State U.; Carolyn Wiley, U. College, Dublin

645. Luncheon of Past MED Division Chairs
Chair: Robert DeFillippi, Suffolk U.

Chair: 12:20-12:10 Royal York: Concert Hall

Monday 2:30PM
646. ☯Symposium: We're Not Just Talking About It---We're Doing It: A Multi-Media Presentation of Employing Technology to Facilitate Learning and Thinking Critically about Global Business
Chair: Diana Bilimoria, Case Western Reserve U.
Website Creation: Integrating Information Technology Skills into the International Management Curriculum, John A. Drexlter Jr., Oregon State U.; Erik Larson, Oregon State U.
Read no Evil, Hear no Evil, See no Evil: A Comparison of Three Types of Media for Conducting Peer Reviews of Students' Works, Claudia C. Coglsier, Oregon State U.; Dave Sullivan, Oregon State U.

Global Virtual Teaming: Lessons on Building Virtual Relationships from 2100 Students in 11 Countries, Mary R. Watson, Vanderbilt U.; Mabel Miguel, U. of North Carolina, Chapel Hill; Ping Ping Fu, Chinese U. Hong Kong; Rene Schalk, Tilburg U.; Xiaoyun Wang, McGill U.
Discussants: Joseph E. Garcia, Western Washington U.; Paul Shrivastava, Bucknell U.

312 IP: The Affective Side of Learning
Chair: 2:30-3:50 Royal York: Canadian 1
Monday 4:10PM

647. Symposium: Library Time: Information Literacy in Management Education
- 4:10- 5:20 Royal York: British Columbia
Chair: Martina Merkle, DIAx
Organizer: Razelle Frankl, Rowan U.
Presenters: Judi S. Strauss, Benedictine U.; Razelle Frankl, Rowan U.

Tuesday 8:30AM

648. Paper Session: Cognitive Models for Assessing Learning
- 8:30- 10:10 Royal York: British Columbia
Chair: Kathleen Powers, Willamette U.
Organizer: Robert Rubin, Saint Louis U.; Timothy Baldwin, Indiana U.; William H. Bommer, Georgia State U.; Lynn Bartels, Southern Illinois U., Edwardsville
Discussants: Dina Mansour-Cole, Indiana U./Purdue U., Fort Wayne; Regina A. Greenwood, Kettering U.

Tuesday 10:30AM

649. Paper Session: Outcomes Assessment Tools and Applications to Management Education
- 10:30- 11:50 Royal York: British Columbia
Chair: Kathleen Powers, Willamette U.
Organizer: Robert Rubin, Saint Louis U.; Timothy Baldwin, Indiana U.; William H. Bommer, Georgia State U.; Lynn Bartels, Southern Illinois U., Edwardsville
Discussants: Dina Mansour-Cole, Indiana U./Purdue U., Fort Wayne; Regina A. Greenwood, Kettering U.

Tuesday 2:00PM

650. Paper Session: Multiple Perspectives on Learning in Management Education
- 2:00- 3:20 Royal York: British Columbia
Chair: Tarek Abdel Kader Hatem, American U., Cairo

Tuesday 3:40PM

651. Symposium: A New Time, A New Millennium, A Creative Pedagogical Style of Management Education: The Ohio Model for Integrated, Problem-Based Learning
- 3:40- 5:20 Royal York: British Columbia
Organizer: Mary L. Tucker, Ohio U.
Chair: Anne M. McCarthy, Colorado State U.
Discussants: Katherine Karl, Indiana U., South; Thomas Bryant, Rutgers U.

Tuesday 5:30PM

652. Meeting: MED Business Meeting
- 5:30- 7:00 Royal York: British Columbia
Division Chair: Charles B. Wankel, Saint John's U.

Tuesday 7:00PM

653. MED Social
- 7:00- 9:00 Royal York: British Columbia
Division Chair: Charles B. Wankel, Saint John's U.

Wednesday 7:00AM

654. MED Executive Committee Breakfast
- 7:00- 8:20 Royal York: Nova Scotia
Organizer: Robert DeFillippi, Suffolk U.

Wednesday 8:30AM

655. Paper Session: Leadership: A Fresh Look
- 8:30- 10:20 Royal York: British Columbia
Chair: Jeffrey Kennedy, Lincoln U.
Discussants: Katherine Karl, Indiana U., South; Thomas Bryant, Rutgers U.
**Wednesday 10:40AM**

- 10:40-12:00 Royal York: British Columbia
  
  **Chair:** Deborah Erdos Knapp, Cleveland State U.; David T. Meeting, Cleveland State U.

  **The Double-Edged Sword of Legitimacy and the Internationalization of the AACSB-IAME**, Michael Carney, Concordia U.; Jean McGuire, Concordia U.

  **Institutional Quality and Accreditation Status: An Empirical Examination**, Deborah Erdos Knapp, Cleveland State U.; Kenneth J. Dunegan, Cleveland State U.; David T. Meeting, Cleveland State U.

  **AACSB Reaccreditation: A Springboard for Course Revision and How Course Revision Can Help You Get Accredited**, Derrick E. D'Souza, U. of North Texas; Grant E. Miles, U. of North Texas

  **Improving Assessment Effectiveness Through Stakeholder Involvement**, Rebecca A. Thacker, Ohio U.

  **Discussant:** George E. Stevens, Kent State U.

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**Wednesday 2:30PM**

**658. Symposium: "Time to Think Out of the Box?" - Innovative Development Efforts in Scandinavian Management Education and Development**
- 2:30-5:20 Royal York: British Columbia
  
  **Chair:** Paer Martensson, Stockholm School of Economics

  **A Radical Change in a Traditional Environment: Redesigning a Basic Course in Accounting and Managerial Finance**, Magnus Bild, Stockholm School of Economics

  **Pedagogical Development Through Analysis and Critical Thinking in a First-Year Course in Organization and Leadership**, Ken Friedman, Norwegian School of Management

  **Innovation in Management Development: The Transcendental Meditation Program in a Swedish Top Management Team**, Jane Schmidt-Wilk, Maharishi U. of Management

  **Theory and Practice Hand in Hand: Teaching Change Management to Executive MBAs**, Paer Martensson, Stockholm School of Economics

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**Wednesday 12:20PM**

**657. Symposium: New and Winning Conceptual Approaches to Teaching Strategic Management**
- 12:20-2:10 Royal York: British Columbia
  
  **Chair:** John L. Naman, U. of Pittsburgh


  **Instruction vs. Debate: Using a Dialectical Approach to Teaching Strategic Management**, Ron Meyer, Erasmus U.

  **Strategic Management as the Management of Strategy Tensions: Using Paradoxes to Teach Strategy**, Bob de Wit, Maastricht U.


  **Discussant:** Anne D. Smith, U. of New Mexico

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**Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Management History
Program Chair: Jorge M. Herrera, Nova Southeastern U.
Professional Development Workshop Chair: Jane Whitney Gibson, Nova Southeastern U.

<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>1:00pm</td>
<td></td>
<td>81. SPDW: CMSW Doctoral Workshop  •  SC:Norfolk</td>
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<td>3:00pm</td>
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<td>82. SPDW: CMSW Junior Faculty Workshop  •  SC:York</td>
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<td>6:00pm</td>
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<td>85. SPDW: CMSW Reception for Arriving Critters  •  SC:Conference Room B&amp;C</td>
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<td>7:30am</td>
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<td>86. SPDW: CMSW Breakfast  •  RY:Ontario</td>
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<td>8:00am</td>
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<td>90. SPDW: CMSW: What's Critical?  •  RY:Ontario</td>
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<tr>
<td>9:00am</td>
<td>259. Intro to AOM, MH &amp; Annual Mtg.  •  H:Harris</td>
<td>100. SPDW: 4 Perspectives on Careers  •  H:Jackson</td>
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<tr>
<td>10:00am</td>
<td>260. Pre-Tour: Business of Baseball  •  H:Harris</td>
<td>101. SPDW: CMSW: Practice/Activity Theory  •  RY:Ontario</td>
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<tr>
<td>12:00pm</td>
<td>SPDW: RMS: The接待 for Arriving Critters  •  SC:Conference Room B&amp;C</td>
<td>102. SPDW: CMSW: Teaching Critically  •  RY:Tudor 7</td>
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<tr>
<td>2:30pm</td>
<td>261. Tour: Sky Dome  •  Off:SkyDome</td>
<td>111. SPDW: CMSW: Interpretive Methods for Critical Research  •  RY:Ontario</td>
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<tr>
<td>3:30pm</td>
<td>262. Managing the Diss. Process  •  H:Harris</td>
<td>112. SPDW: CMSW: Critical Perspectives on Strategy  •  RY:Tudor 7</td>
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<td>5:30pm</td>
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<td>7:00am</td>
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<td>113. SPDW: CMSW Reception and Roundtables  •  RY:Ballroom</td>
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<td>8:00am</td>
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<td>117. SPDW: CMSW: Social Time  •  RY:Ballroom</td>
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<td>9:00am</td>
<td>SPDW: CMSW Plenary Speaker: Doug Henwood  •  H:Harris</td>
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<td>SPDW: CMSW Plenary Speaker: Doug Henwood  •  H:Harris</td>
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<td>10:40am</td>
<td>Welcome Breakfast  •  SC:Kenora</td>
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<td>12:20pm</td>
<td>Env. &amp; Tech. Infl. on Corps  •  H:Harris</td>
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<td>2:30pm</td>
<td>267. The Influence of Edith Penrose  •  H:Harris</td>
<td>277. ST: Leadership: History, Culture &amp; Info  •  RY:New Brunswick</td>
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<tr>
<td>4:10pm</td>
<td>268. The Influence of Edith Penrose  •  H:Harris</td>
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<td>5:30pm</td>
<td>269. Division meeting and Awards  •  H:Harris</td>
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<td>6:15pm</td>
<td>270. Reception: Honoring Dan Wren  •  H:Harris</td>
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<td>8:30am</td>
<td>271. Barnard for New Millenium  •  H:Harris</td>
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<td>SPDW: CMSW Plenary Speaker: Doug Henwood  •  H:Harris</td>
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<td>2:00pm</td>
<td>272. Roots of Mgmt.  •  H:Harris</td>
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<tr>
<td>4:10pm</td>
<td>273. Roots of Mgmt.  •  H:Harris</td>
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<td>5:30pm</td>
<td>274. Pioneers in Mgmt. Thought  •  H:Harris</td>
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<td>8:30am</td>
<td>275. Contracts, Employment, and Rent  •  H:Harris</td>
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Friday 1:00PM
81. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop
   • 1:00 - 6:00 Sheraton Centre: Norfolk

Friday 3:00PM
82. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop
   • 3:00 - 6:00 Sheraton Centre: York

Friday 6:00PM
85. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critters
   • 6:00 - 9:00 Sheraton Centre: Conference Room B&C

Saturday 7:30AM
86. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary: What's Critical about Critical Management Studies?
   • 7:30 - 8:00 Royal York: Ontario

Saturday 8:00AM
90. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary: What's Critical about Critical Management Studies?
   • 8:00 - 10:00 Royal York: Ontario

Saturday 9:00AM
659. New Member Workshop: Introduction to the Academy of Management, the Management History Division, and the Annual Meeting
   • 9:00 - 10:00 Hilton: Harris
Paper Roundtables
Political Economy, Governance, and Business Strategy
Management Studies
Workshop: Interpretive Methods for Critical Work Organization: Practice/Activity Theory
Bringing Critical Perspectives into the Classroom
Organizer: Jane Whitney Gibson, Nova Southeastern U.
Chair: Charles W. Blackwell, Nova Southeastern U.
Presenter: Alan Platt, Nova Southeastern U.
Prepreregistration required. Email Jane Whitney Gibson at gibson@polaris.nova.edu.
Please bring exact change. Cost=$8.50 per person to be paid on site.
All participants meet there. This 60 minute guided tour leaves from the Tour Entrance on Front Street between Gates 1 and 2.

Saturday 10:00AM
660. Special Pre-Tour Session: "A Look Back at the Business of Baseball"
• 10:00- 11:00 Hilton: Harris
Chair: Charles W. Blackwell, Nova Southeastern U.
Presenter: Alan Platt, Nova Southeastern U.

Saturday 12:00PM
661. Tour: SkyDome
• 12:00- 1:00 Off Site: SkyDome
This 60 minute guided tour leaves from the Tour Entrance on Front Street between Gates 1 and 2. All participants meet there at 11:45 sharp. Cost=$8.50 per person to be paid on site (please bring exact change). Preregistration required. Email Jane Whitney Gibson at gibson@polaris.nova.edu
Organizer: Jane Whitney Gibson, Nova Southeastern U.

Saturday 2:30PM
101. SPDW:{CMS, BPS, CAR, MH} Four Perspectives on Careers
• 10:00- 12:00 Hilton: Jackson

102. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
• 10:00- 1:00 Royal York: Tudor 7

Saturday 3:30PM
662. Doctoral Student Workshop: Managing the Dissertation Process
• 3:30- 5:00 Hilton: Harris
Chair: John C. Hannon, Nova Southeastern U.
Presenters: Julia Teahen, Baker College; Anne Nelson, High Point U.; Richard M. Hodgetts, Florida International U.; Paul J. Gordon, Indiana U.; Daniel A. Wren, U. of Oklahoma

Saturday 5:30PM
115. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW Reception and Refereed Paper Roundtables
• 5:30- 7:30 Royal York: Ballroom
Monday 12:20PM

308. IP: Management Trends Over Time and Their Influences
   - 12:20-2:10 Royal York: Canadian 11

Monday 2:30PM

667. Paper Session: Environmental and Technological Influences on Corporate Governance
   - 2:30-3:50 Hilton: Harris
   *Chair: Robert C Ford, U. of Central Florida

   *Published in Conference Proceedings

668. Symposium: Edith Penrose and Her Historical Influence on Management Scholarship
   - 4:10-5:20 Hilton: Harris
   *The resource based view of the firm can be traced to the pioneering efforts of Edith Penrose (1914-1996). She had a distinguished career in economics teaching and research at Johns Hopkins University, London University, and was later Dean at INSEAD in Chantilly, France. Penrose viewed the firm as an administrative unit that is a collection of productive resources that gave each firm a unique character. Her view of the firm was a fundamental turning point for strategic management and her focus on internal development of the firm as well as its growth provided the pioneering scholarship that enabled other scholars to develop a more complete theory of the firm.
   *Chairs: Daniel A. Wren, U. of Oklahoma; Regina A. Greenwood, Kettering U.
   *Presenters: Constance E. Helfat, Dartmouth College; Alan M. Rugman, U. of Oxford; Michele A. Govekar, Ohio Northern U.; Jay B. Barney, Ohio State U.

Monday 4:10PM

277. SIT: Leadership: History, Culture and Information
   - 4:10-5:30 Royal York: New Brunswick

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**Monday 5:30PM**

**669. Division Meeting and Awards Presentations**
- 5:30-6:15 Hilton: Harris

**Monday 6:15PM**

**670. Reception: Honoring Dan Wren**
- 6:15-7:30 Hilton: Harris

**Tuesday 8:30AM**

**671. Symposium: Symposium on Chester Barnard For The New Millennium**
- 8:30-10:10 Hilton: Harris
   *Chair: Kenneth Earl Aupperle, U. of Akron

**Beyond Consciousness: Barnard's Contribution to Intuitive Decision Making in Management, Daniel A. Wren, U. of Oklahoma; Milorad M. Novicevic, U. of Oklahoma

**Revisiting Chester Barnard's Executive Functions for the Knowledge Based Economy, R. Ray Gehani, U. of Akron**

**Chester Barnard and the Moral Obligations of the Elite, Steven M. Dunphy, U. of Akron**


**Chester Barnard's Legacy for the New Century, Bill Wolf, Cornell U.**

**Tuesday 10:30AM**

**237. JS: (MH, HR) On the Importance of Studying Management History: Four Perspectives**
- 10:30-11:50 Royal York: Territories

**Tuesday 2:00PM**

**672. Paper Session: Uncovering the Roots of Management Thought and What it Means for the Future.**
- 2:00-3:20 Hilton: Harris
   *Chair: Michele A. Govekar, Ohio Northern U.


### New Overseers on Old Plantations: Historical Precedents for Managing the Maquiladoras, William Edward Wiethoff, Indiana U., Bloomington

*Discusants:* Randall L. DuPont, U. of Mobile; Thomas J. Hench, U. of Wisconsin, La Crosse; Lois Kurowski, Eastern Illinois U.

### Wednesday 8:30AM

#### 359. IP: Leadership from the Frontline: 20th Century Lessons to Remember
- 2:00- 3:20 Royal York: Canadian 9

#### 360. IP: Uncertainty, Technology, and Activism: New Challenges for a New Time
- 2:00- 3:20 Royal York: Canadian 10

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### Wednesday 8:50AM

#### 200. Heralding a New Time: Transition Issues in Central and Eastern Europe
- 8:50- 10:20 Sheraton Centre: Dominion Ballroom N

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### Wednesday 10:40AM

#### 674. Paper Session: Putting Management Thoughts into Practice: The Early Pioneers.
- 10:40- 12:00 Hilton: Harris

*Chair:* Alfred A. Bolton, Averett College

The Pioneering Work of Whiting Williams: Setting the Record Straight, Luis Ortiz, U. of Texas, Pan American

The ILO, Taylorism and Critical Management, Christopher Thomas Nyland, Monash U.

Chester Barnard, Social Unrest, and Modern Leadership Theory, James Hoopes, Babson College

Paul Hersey Award for Best Paper on Leadership

*Discusants:* William Wilkerson, U. of Virginia; Steven Vaughn Cates, Keystone Foods/ Averett College; Daniel J. Svyantek, U. of Akron

#### 255. Management Milestones of the Late 20th Century: The Presidents Speak
- 10:40- 12:00 Royal York: Territories

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### Wednesday 12:20PM

#### 675. Paper Session: Historical Concepts in Employee Contracts, Pay Satisfaction, and Rent Appropriation
- 12:20- 2:10 Hilton: Harris

*Chair:* David Hunt, U. of Southern Mississippi

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### Paper Session: Lessons from the Past: History’s Influence in Developing Theories and Strategies.
- 8:30- 10:20 Hilton: Harris

*Chair:* Chester Stanley Spell, Washington State U.


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### Paper Session: Historical Concepts in Employee Contracts, Pay Satisfaction, and Rent Appropriation
- 12:20- 2:10 Hilton: Harris

*Chair:* David Hunt, U. of Southern Mississippi
Management, Spirituality, and Religion

Program Chair: Gerald Biberman, U. of Scranton

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<th>Start</th>
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<tr>
<td>10:30am</td>
<td>276 MSR in the AoM • SC:Conference Room F</td>
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<tr>
<td>2:00pm</td>
<td>277 MSR Research • SC:Essex</td>
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<tr>
<td>5:30pm</td>
<td>278 MSR Business Meeting • SC:Essex</td>
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<tr>
<td>7:00pm</td>
<td>279 MSR Social: Celebrating a New Group in the Academy • SC:Essex</td>
</tr>
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</table>

**Tuesday 10:30AM**

**676. ⌛ Symposion: MSR in the AoM**
- 10:30-11:50 Sheraton Centre: Conference Room F

**Moderator:** Lee Perry Robbins, Golden Gate U.

**Participants:** André L. Delbecq, Santa Clara U.; Moses Pava, Yeshiva U.; Athar Murtuza, Seton Hall U.; Edwin M. Epstein, St. Mary’s College; Ian Mitroff, U. of Southern California; Judith A. Neal, U. of New Haven; Abbass Alkhafaji, Slippery Rock U.

**Tuesday 2:00PM**

**677. Paper Session: MSR Research**
- 2:00-3:20 Sheraton Centre: Essex

**Chair:** Ian Mitroff, U. of Southern California

*Measurement, Language and Dialogue for a Post-Positivist Age, Or, A Funny Thing Happened on the Way to the Academy,* Charles Fornaciari, Florida Gulf Coast U.; Kathy Lund Dean, Saint Louis U.

*Being Human in Human Organizations,* Moses Pava, Yeshiva U.

*Spirituality at Work: Definitions, Measures, Assumptions, and Validity Claims,* Paul Gibbons, U. of London/Pricewaterhouse

**Discussant:** Gerald Biberman, U. of Scranton

**Tuesday 5:30PM**

**678. Meeting: MSR Business Meeting**
- 5:30-7:00 Sheraton Centre: Essex

*The MSR Executive Committee thanks Chris Guyer for his tireless efforts to help create the MSR Interest Group*

**Chair:** Gerald Biberman, U. of Scranton

**Tuesday 7:00PM**

**679. MSR Social: Celebration of the New Interest Group!**
- 7:00-8:00 Sheraton Centre: Essex

**Chair:** Gerald Biberman, U. of Scranton
## Managerial and Organizational Cognition

### Program Chair: Neal M. Ashkanasy, U. of Queensland/ Purdue U.

### Professional Development Workshop Chair: Kathleen M. Sutcliffe, U. of Michigan

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<tr>
<th>Start</th>
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<td><strong>Friday</strong></td>
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<td>1:00pm</td>
<td>SPDW: Global Management and the Science of Time • Off.Ontario Science Centre</td>
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<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td>SPDW: CMSW: What’s Critical? • RY:Ontario</td>
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<td>8:30am</td>
<td>SPDW: Making Time to Talk • SC:Conference Room D</td>
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<td>9:00am</td>
<td>SPDW: New Doctoral Students Consortium • SC:Upper Canada</td>
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<td>SPDW: Three Conversations on Org. Knowledge • SC:Ballroom Centre</td>
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<td>10:00am</td>
<td>SPDW: Stakeholder Learning Dialogs • SC:Norfolk</td>
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<td>SPDW: Teaching Cognition • RY:York</td>
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<td>1:00pm</td>
<td>SPDW: Reflecting on &amp; Applying Learning • SC:Conference Room D</td>
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<td>SPDW: Cognition in the Rough (Fac) • RY:Algonquin</td>
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<td>SPDW: Cognition in the Rough (Fac) • RY:Algonquin</td>
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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
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<tr>
<td><strong>Friday 1:00PM</strong></td>
<td>80. Chronos and Kairos: Global Management and the Science of Time ¹</td>
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<td>81. CMSW Doctoral Workshop</td>
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<td><strong>Friday 3:00PM</strong></td>
<td>82. CMSW Junior Faculty Workshop</td>
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<td>83. CMSW Reception for Arriving Critics</td>
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<td><strong>Friday 6:00PM</strong></td>
<td>85. CMSW Breakfast</td>
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<td><strong>Saturday 7:30AM</strong></td>
<td>86. CMSW Plenary: What's Critical about Critical Management Studies?</td>
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<td>87. Making Time to Talk: Stakeholder Learning Dialogs</td>
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<td><strong>Saturday 8:30AM</strong></td>
<td>88. New Doctoral Students Consortium</td>
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<td><strong>Saturday 9:00AM</strong></td>
<td>89. Three Conversations on Organizational Knowledge</td>
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<td>90. Hands-on Practice in Stakeholder Learning Dialogs</td>
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<td><strong>Saturday 10:00AM</strong></td>
<td>91. CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory</td>
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<td>92. CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom</td>
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Legend: = theme, = teaching, management practice, = international, Other abbreviations p. A38 - 39
680. Cognition in the Rough III (Faculty): A Development Workshop for Research in Managerial and Organizational Cognition
  8:30-12:00 Royal York: Algonquin
To apply send contact information and work you want to share to organizers.
Organizers: Cynthia G. Emrich, Purdue U.; Margaret D. Gorman, George Washington U.

681. Cognition in the Rough III (Doctoral Students): A Development Workshop for Research in Managerial and Organizational Cognition
  8:30-12:00 Royal York: Upper Canada
To apply send contact information and work you want to share to organizers.
Organizers: Margaret D. Gorman, George Washington U.; Cynthia G. Emrich, Purdue U.

124. SPDW:{OMT, BPS, MOC, RM} Three Conversations on Organizational Knowledge -- Conclusion
  8:30-9:30 Sheraton Centre: Ballroom West

Monday 8:30AM

862. MOC Division Welcome
  8:30-9:00 Royal York: Confederation 3
Program Chair: Neal M. Ashkanasy, U. of Queensland/Purdue U.

174. ESCHS({MED, MOC) Kairos in Management Education: An Opportunity to Reassess the Ideology of Consequentialist Justifications of Learning
  8:30-10:20 Royal York: Quebec

Monday 9:00AM

863. Paper Session: The Collective Mind in Organizations
  9:00-10:20 Royal York: Confederation 3
Chair: Dale E. Rude, U. of Houston

684. Paper Session: Social Relationships and Identity in Groups
  2:30-3:50 Royal York: Confederation 3
Chair: Pamela Barr, Georgia State U.
Effects of Demographic Dissimilarity in Work Groups: Contrasting Social Identity Theory with the Similarity-Attraction Paradigm., Prithviraj Chattopadhyay, U. of Queensland, Australia; Elizabeth George, U. of Queensland, Australia; Sandra Lawrence, U. of Queensland, Australia
Organizational Identity: The Ongoing Puzzle of Definition and Redefinition, Judi McLean Parks, Washington U.; faye l. smith, Emporia State U.
Relational Models and the Outcomes of Work Groups: A Confirmatory Factor Analysis, Markus Vodosek, U. of Michigan
Discussant: Cynthia G. Emrich, Purdue U.

222. SIT: Decision-Group Composition, Structure and Processes: Application of the Hidden Profile Paradigm to Group and Organizational Research
  2:30-3:50 Sheraton Centre: Conference Room D&E

271. SIT: Succeeding in Uncertain Environments
  10:40-12:00 Royal York: Confederation 3

272. SIT: When do Ethics and Integrity Matter?
  10:40-12:00 Sheraton Centre: Windsor West

Monday 12:20PM

216. JS: Emotional Intelligence at Work: Does it Make a Difference?
  12:20-2:10 Royal York: Territories

217. JS: Expressing Organizations: Connecting Identity, Reputation and the Corporate Brand
  12:20-2:10 Royal York: Alberta

308. IP: Cognition and its Effects in Organizations
  12:20-2:10 Royal York: Canadian 12

Monday 2:30PM

683. Paper Session: The Collective Mind in Organizations
  9:00-10:20 Royal York: Confederation 3
Chair: Dale E. Rude, U. of Houston
Shaping Collective Cognition and Behavior through Collective Learning, Sze-Sze Wong, Duke U.; Sim B. Sitkin, Duke U.
Winner of MOC Best Student Paper Award Published in Conference Proceedings

Monday 4:10PM

Paper Session: Affect and Identity in Work Teams
- 4:10- 5:30 Royal York: Confederation 3
  Chair: Stephanie Welcome, U. of Maine
  Discussant: Lauren T. Gustafson, Seattle Pacific U.

4:10- 5:20 Sheraton Centre: Windsor West
  Discussant: Amy Hietapelto, Michigan Technological U.

Tuesday 8:30AM

SHCS:(MOC, OMT, OB) Biological Bases for Behavior in Organizations: Human Evolution and its Implications for Organizational Theory and Management Practice
- 8:30- 10:10 Royal York: Quebec

Tuesday 8:50AM

Paper Session: Cultivating and Managing Knowledge
- 8:50- 10:10 Royal York: Confederation 3
  Chair: Margaret D. Gorman, George Washington U.
  Discussant: Andrea Casey, George Washington U.; Margaret D. Gorman, George Washington U.

The Role of Transformational Leadership in Cultivating Knowledge
- Scott E. Bryant, U. of Oregon

Knowledge Management: Differing Ideals, Differing IT Implications
- Alexandre Lopes, U. of Pittsburgh; Timothy Babbitt, U. of Illinois, Urbana-Champaign
  Discussant: William Acar, Kent State U.

Tuesday 10:30AM

Paper Session: Cognition and Emotion in Business Settings
- 10:30- 11:50 Royal York: Confederation 3
  Chair: Alexis Downs, U. of Central Oklahoma

Buffers and Aggravators in the Emotion Labor, Emotional Dissonance, Emotional Exhaustion Sequence in Service Work
- Charmine E. J. Hartel, U. of Queensland, Australia; Chia-

Business Strategy and Organizational Anxiety: An Empirical Study in Organizational Cognition
- John Voyer, U. of Southern Maine

Assessing the Relationship between Impulsivity, Mood, Perceptions of Potential Loss, and Managerial Escalation of Commitment
- Roland Simons, Queensland U. of Technology; Kellie Caught, Queensland U. of Technology; Rene Kienzle, Queensland U. of Technology
  Discussant: Amy Hietapelto, Michigan Technological U.

Tuesday 2:00PM

Paper Session: Organizational Transformation for a New Time
- 2:00- 3:20 Royal York: Confederation 3
  Chair: Marvin L. Manheim, Northwestern U.
  Discussion: Marvin L. Manheim, Northwestern U.

Boundaries of Social Cognitive Theory of Organizational Change
- Alexander Stajkovic, U. of Wisconsin, Madison; Suzanne J. Peterson, U. of Nebraska, Lincoln

Organizational Stories and Time
- John W. O'Neill, Johnson & Wales U.

Sensemaking in Organizations: Towards a Conceptual Framework for Understanding Strategic Change
- Thomas Ericson, Jönköping International Business School
  Discussant: John Stephan, State U. of New York, Buffalo

Tuesday 3:40PM

Division: From the Halls of Ivy to the Boardroom: Conversation between Academicians and Practitioners
- 3:40- 5:15 Royal York: Confederation 3
  Format: Each pair will have a chance to dialogue about their topic area. The practitioners will share their story of how they are currently using these theories in their practice; e.g., what is working, what resonates with managers - and the scholars will comment back.
  Chairs: Andrea Casey, George Washington U.; Margaret D. Gorman, George Washington U.

Sensemaking with Managers
- Karl E. Weick, U. of Michigan; Terry Martin, Regional Rehabilitation Continuing Education Center

Organizational Identity and Mental Maps
- Dennis A. Gioia, Pennsylvania State U.; Suzanne Geigle, PricewaterhouseCoopers

Chaos Theory as a Lens to Understand Organizational Change
- David R. Schwandt, George Washington U.; Tony Sablo, National Geographic
  Discussant: Colin Eden, U. of Strathclyde

Tuesday 5:30PM

Meeting: MOC Division Business Meeting
- 5:30- 6:30 Royal York: Confederation 3
  Division Chair: Theresa K. Lant, New York U.
Tuesday 6:30PM

691. MOC Division Social Hour
   - 6:30-7:30 Royal York: Confederation 3
   Division Chair: Theresa K. Lant, New York U.

Wednesday 8:30AM

250. EJS: [MOC, BPS, OMT] The Strategic Use of the Past for the Present and Future: Organizational History and Changes in Image, Identity, & Reputation
   - 8:30-10:20 Hilton: McDonald

290. SIT: Shared Cognition and Sensemaking
   - 8:30-10:20 Royal York: Saskatchewan

376. IP: Cognitive Foundations of Decision-Making
   - 8:30-10:20 Royal York: Canadian 11

Wednesday 10:40AM

692. Paper Session: Cognitive Aspects of Organizational Learning
   - 10:40-12:00 Royal York: Confederation 3
   Chair: Peter Allen Stanwick, Auburn U.
   Expanding the Capacity to Learn: Cognitive Factors Affecting the Absorptive Capacity of Top Management Teams, Susan Martin Houghton, Georgia State U.; Alice C. Stewart, Ohio State U.; Carl P. Zeithaml, U. of Virginia
   Learning within International Organizations: The Role of Power, Culture and Social Identity, Mark Easterby-Smith, Lancaster U.; Xia Wu, Lancaster U.
   Confronting Failure: Antecedents and Consequences of Shared Learning-Oriented Beliefs in Organizational Work Groups, Mark D. Cannon, Vanderbilt U.; Amy C. Edmondson, Harvard U.
   Discussant: Ramon J. Aldag, U. of Wisconsin

293. SIT: Knowledge: Flows and Absorption
   - 10:40-12:00 Royal York: New Brunswick

294. SIT: Mapping Archetypes and Cognitions
   - 10:40-12:00 Royal York: Saskatchewan

296. SIT: Identification and Identity
   - 10:40-12:00 Sheraton Centre: Windsor East

Wednesday 12:20PM

265. EJS: [OMT, TIM, MOC] Lessons from Y2K -- Transforming Worldwide Path Dependence through Elements of: Smart Global Change Management, Myth and Ceremony, and Good Luck
   - 12:20-2:10 Royal York: Alberta
**Operations Management**

**Program Chair:** Thomas Y. Choi, Arizona State U.  
**Professional Development Workshop Chair:** Janet L. Hartley, Bowling Green State U.

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<td>293 Doctoral Consortium - Welcome</td>
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<tr>
<td>2:30pm</td>
<td>309 Time and Operations Management</td>
<td>• 9:00-10:00 Royal York: Confederation3</td>
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<td>310 Business Meeting</td>
<td>• 10:00-11:00 Royal York: Confederation3</td>
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<td>311 Social Hour</td>
<td>• 11:00-12:00 Royal York: Confederation3</td>
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<td>8:30am</td>
<td>312 Operations Strategy</td>
<td>• 12:00-1:00 Royal York: Confederation3</td>
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<td>313 Operations and Performance</td>
<td>• 1:00-2:00 Royal York: Confederation3</td>
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<td>314 Knowledge Supply Chain</td>
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<td>315 Organization Theories in</td>
<td>• 3:00-4:00 Royal York: Confederation3</td>
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<td>316 Continental Breakfast</td>
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<td>317 Supplier Management</td>
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<td>10:40am</td>
<td>319 Extended Enterprises</td>
<td>• 6:00-7:00 Royal York: Confederation3</td>
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</table>

**Friday 1:00PM**

693. **Doctoral Consortium - Registration and Welcome**  
- 1:00-1:30 Royal York: Algonquin  
  *Welcome:* Cecil Chester Bozarth, North Carolina State U.  

**Friday 3:00PM**

695. **Doctoral Consortium-Perspectives on Teaching**  
- 3:00-4:30 Royal York: Algonquin  
  *Chair:* Jayanth Jayaram, U. of Oregon  
  *Presenters:* Cecil Chester Bozarth, North Carolina State U.; Larry Menor, U. of Western Ontario; Soumen Ghosh, Georgia State U.; Janet L. Hartley, Bowling Green State U.

**Saturday 7:30AM**

697. **Doctoral Consortium-Continental Breakfast**  
Sponsored by Dept. of Business Management North Carolina State University  
- 7:30-8:00 Royal York: Confederation 3

698. **Doctoral Consortium-Developing and Publishing Research**  
- 8:00-9:30 Royal York: Confederation 3  
  *Chair:* Robert Beaudoin Handfield, North Carolina State U.  

699. **Doctoral Consortium-Service and Professional Success**  
- 9:30-10:00 Royal York: Confederation 3  
  *Chair:* Jayanth Jayaram, U. of Oregon  
  *Presenter:* Chan K. Hahn, Bowling Green State U.
701. Doctoral Consortium-Lunch Sponsored by Prentice Hall and the Department of Business Management North Carolina State University  
- 11:30-12:30 Royal York: Confederation 5  
  **Coordinators:** Robert Beaudoin Handfield, North Carolina State U.; Jayanth Jayaram, U. of Oregon

**Saturday 1:00PM**

702. ERP-Corporate Panacea or Pandora's Box  
- 1:00-2:30 Royal York: Confederation 3  
  **Coordinator:** John E. Ettlie, Rochester Institute of Technology  
  **Panel:** Scott Deleeck, QAD; Andy McAulee, Harvard U.

703. Innovations in Teaching OM  
- 3:00-4:30 Royal York: Confederation 3  
  **Coordinator:** Diane Parente, Pennsylvania State U., Erie  
  **Presenter:** Scott Shafer, Wake Forest U.

**Saturday 5:00PM**

704. OM PDW Social Sponsored by Bowling Green State University  
- 5:00-6:00 Royal York: Salon B  
  **Everyone is welcome!**

**Sunday 8:30AM**

705. Global Manufacturing Research Issues  
- 8:30-10:00 Royal York: Confederation 3  
  **Coordinator:** Robert Klassen, U. of Western Ontario  
  **Presenters:** Lawrence M. Corbett, Victoria U. of Wellington, New Zealand; Soumen Ghosh, Georgia State U.; Boo-Ho Rho, Sogang University; Linda Sprague, U. of New Hampshire/China Europe International Business School; John G. Wacker, Iowa State U.; Clay Whybark, U. of North Carolina

706. Global Service Research Issues  
- 10:30-12:00 Royal York: Confederation 3  
  **Coordinator:** Aleda V. Roth, U. of North Carolina, Chapel Hill  
  **Presenters:** Richard B. Chase, U. of Southern California; Larry Menor, U. of Western Ontario; Susan Meyer, U. of Minnesota

**Monday 8:30AM**

707. Paper Session: Division Welcome and Quality and Organization Performance  
- 8:30-10:20 Royal York: Manitoba  
  **Program Chair:** Thomas Y. Choi, Arizona State U.  
  **Chair:** Soumen Ghosh, Georgia State U.  
  - The Relationship between Quality and Other Dimensions of Competitive Performance: Tradeoff or Compatibility?  
    **Barbara B. Flynn,** Wake Forest U.; **E. James Flynn,** Wake Forest U.  
  - The Link between Customer Focus and Business Performance in Australian Industry  
    **Stuart Christopher Orr,** Monash U.; **Annette Gunawan,** Monash U.  
  - The Relationship between Total Quality Management Practices and Performance of Firms Operating in the U.S.,  
    **Hale Kaynak,** U. of Texas, Pan American  
  - Discussants: Mile Terziovski, U. of Melbourne; Karen R. Chinander, U. of Miami; Kathryn Lee Blackmon, U. of Bath

708. Paper Session: Inter- and Intra-Organizational Factors in Technology Transfer and Implementation  
- 10:40-12:00 Royal York: Manitoba  
  **Chair:** David Dills, U. of Waterloo  
  - The Characteristics of Knowledge and Their Impact on the Process of Technology Transfer across Plants within the Same Firm  
    **Patricia Gonçalves Vidal,** Boston U.; **Anil Khurana,** Boston U.  
  - Characterizing Inward Transfer of Operational Technology: A Conceptual Typology  
    **Gregory N. Stock,** Northern Illinois U.; **Mohan V. Talikonda,** U. of North Carolina, Chapel Hill  
  - Implementing Advanced Manufacturing Technology for High Performance  
    **Ken Boyer,** Michigan State U.; **Marianne W. Lewis,** U. of Cincinnati  
  - Discussants: Kenneth Howard Doerr, U. of Miami; Diane Parente, Pennsylvania State U.; Ernie Kwasi Amoako-Gyampah, U. of North Carolina, Greensboro

- 10:40-12:00 Royal York: Concert Hall

**Monday 1:00PM**

709. Paper Session: Newness, Proactiveness, and Effectiveness in Service Operations  
- 1:00-2:10 Royal York: Manitoba  
  **Chair:** Sang Lee, U. of Nebraska, Lincoln  
  - Is There a Doctor in the (Pent)House?: Evaluating the Performance Effects of Operations Proactiveness in Hospitals  
    **Susan Meyer,** U. of Minnesota; **Peter Ward,** Ohio State U.  
  - Antecedents of New Service Development Effectiveness: An Exploratory Examination of Strategic Operations Choices  
    **Craig M. Froehle,** U. of North Carolina, Chapel Hill; **Richard B. Chase,** U. of Southern California; **Christopher A. Voss,** London Business School  
  - Winner of OM Division Best Student Paper Award  
  - The Effect of Location, Strategy, and Operations Technology on Hospital Performance  
    **Susan Meyer,** U. of Minnesota; **Peter Ward,** Ohio State U.; **Keong Leong,** Ohio State U.; **Timothy Butler,** Wayne State U.  
  - Discussants: Carl Pegels, State U. of New York, Buffalo; Linda L. Brennan, Mercer U.; Atsuto Nishio, Takushoku U.

710. Theme: Time and Operations Management: From Taylor's Time Standards to Time-Based Competition  
- 2:30-3:50 Royal York: Manitoba  
  A panel of distinguished academics examine the evolution of our understanding of the role of time in our work, from Taylor’s timings of human work through Just-in-Time to Time-Based Competition. The panel addresses the time implications for OM of the shift toward e-communication.  
  **Organizer:** Linda Sprague, U. of New Hampshire/China Europe International Business School  
  **Panel:** David Dills, U. of Waterloo; Chan K. Hahn, Bowling Green State U.; Linda Sprague, U. of New Hampshire/China Europe International Business School
OM Operations Management

Monday 4:10PM

711. Meeting: OM Division Business Meeting
- 4:10- 5:00 Royal York: Manitoba
  All members and prospective members are welcome!
  Division Chair: Cecil Chester Bozarth, North Carolina State U.
  Program Chair: Thomas Y. Choi, Arizona State U.
  Professional Development Workshop Chair: Janet L. Hartley, Bowling Green State U.
  Division Chair Elect.: Robert Klassen, U. of Western Ontario

Monday 6:00PM

712. OM Division Social Hour
- 6:00- 7:00 Royal York: Manitoba
  All members and prospective members are welcome!
  Chair: Cecil Chester Bozarth, North Carolina State U.

Tuesday 8:30AM

713. Paper Session: Operations Strategy and Organizational Contexts
- 8:30- 10:10 Royal York: Manitoba
  Chair: Morgan Lee Swink, Michigan State U.
  Leveraging the Promise of Resource Variety: Examining the Effects on Process Flexibility and Product Innovation for North American and European Manufacturers, Larry Menor, U. of Western Ontario; Aleda V. Roth, U. of North Carolina, Chapel Hill
  Discussants: Ruth Harris, Wilfrid Laurier U.; Elliot Bendoly, Indiana U., Bloomington; Gregory N. Stock, Northern Illinois U.

337. IP: Integration and Interdependencies
- 8:30- 10:10 Royal York: Canadian 5

Tuesday 10:30AM

714. Paper Session: Operations and Organizational Performance: Empirical Studies
- 10:30- 11:50 Royal York: Manitoba
  Chair: Barbara B. Flynn, Wake Forest U.
  Time-Based Technologies and Manufacturing Performance: An Empirical Analysis, Mohamed A. Youssaf, Norfolk State U.; Madeline M. Crocito, State U. of New York, Old Westbury
  Generic Manufacturing Strategies and Plant Performance, Sarv Devaraj Devaraj, U. of Notre Dame; David G. Hollingworth, Rensselaer Polytechnic Institute
  The Effects of the ISO 9000 Certification Process on Business Performance Over Time, Mile Terziovski, U. of Melbourne; Damien Power, Monash U.; Amrik Sohal, Monash U.
  Discussants: Craig M. Froehle, U. of North Carolina, Chapel Hill; Peggy Daniels Lee, George Washington U.; Manus Rungtusanatham, Arizona State U.

344. IP: New Product Development
- 10:30- 11:50 Royal York: Canadian 4

Tuesday 2:00PM

715. Division: A New Time for Collaboration in the Corporate-Business School Knowledge Supply Chain
- 2:00- 3:20 Royal York: Manitoba
  Academics and executives come together to create collaboratively a new knowledge supply chain. The relationship across Ford, OSU, and tier 1 supplier is explicated from the perspectives of all parties involved.
  Organizer: Peter Ward, Ohio State U.
  Panel: Joseph Alluto, Dean, Ohio State U.; Graham Loewy, Director of Lean Resource Center, Ford Motor Company; David Hoyt, President, Arvin Ride and Motion Control

Tuesday 3:40PM

716. Paper Session: Crossing Boundaries: Operations Management and Organization Theories
- 3:40- 5:00 Royal York: Manitoba
  Chair: Laura B. Forker, U. of Massachusetts, Dartmouth
  Beyond Improved Quality: The Motivational Effects of Manufacturing Configurations: A Typology and Implications for Future Research, Cecil Chester Bozarth, North Carolina State U.
  An Evolutionary Process in the Supply Chain: From Arm’s Length to Collaboration, James Hoyt, Troy State U.; Fizul Huq, U. of Texas, Arlington
  Published in Conference Proceedings

196. SHCS: (OB, OM) A New Time in Service Research: Moving Beyond Main Effects and Isolated Theoretical Perspectives
- 3:40- 5:20 Royal York: Quebec

197. SHCS: (OM, ONE, TIM) Environmental Innovation Across Firm Boundaries: Supply Chain Dynamics and Environmental Performance
- 3:40- 5:20 Royal York: Concert Hall

Wednesday 8:30AM

717. Continental Breakfast
- 8:30- 9:00 Royal York: Manitoba
  Hosts: Cecil Chester Bozarth, North Carolina State U.; Thomas Y. Choi, Arizona State U.

Wednesday 9:00AM

718. Paper Session: Supplier Management: From Leveraging to Benchmarking and Development
- 9:00- 10:20 Royal York: Manitoba
  Chair: Yunus Kathawala, Eastern Illinois U.
  Purchasing Leverage Considerations in the Outsourcing Decision, Lisa Marie Ellram, Arizona State U.; Corey Billington, Hewlett-Packard
  Benchmarking Best Peer Suppliers in the Aerospace Industry, Laura B. Forker, U. of Massachusetts, Dartmouth; David Mendez, U. of Michigan
  Discussants: Elliot Bendoly, Indiana U., Bloomington; Prafulla Joglekar, La Salle U.; Jonathan Linton, Polytechnic U. of New York

Legend: = theme, = teaching, = management practice, = international, Other abbreviations p. A38 - 39
Wednesday 10:40AM

719. Paper Session: Emerging Studies on Extended Enterprises

- 10:40-12:00 Royal York: Manitoba

Chair: Kevin Dooley, Arizona State U.

Controlling the Extended Enterprise Supply Chain, David Dilts, U. of Waterloo; Young Baik, U. of Waterloo

Reconfiguring Distribution Systems for Electronic Commerce, Elliot Bendoly, Indiana U., Bloomington

Technology and Weak Appropriation Conditions: The Adoption of Enterprise Resource Planning (ERP) Systems, John E. Ettlie, Rochester Institute of Technology

Discussants: John Olson, DePaul U.; Mohamed A. Youssef, Norfolk State U.; Gyula Vastag, Michigan State U.
# Organization and Management Theory

**Program Chair:** Eric Abrahamson, Columbia U.  
**Professional Development Workshop Chair:** Joel A.C. Baum, U. of Toronto

<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>1:00pm</td>
<td>80. SPDW: Global Management and the Science of Time</td>
<td>Off:Ontario Science Centre</td>
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<td>83. SPDW: OMT/OB/ODC Doctoral Consortium</td>
<td>SC:City Hall</td>
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<td>8:00am</td>
<td>87. SPDW: OMT/OB/ODC Doctoral Consortium</td>
<td>SC:Simcoe &amp; Dufferin</td>
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<td>86. SPDW: New Doctoral Students Consortium</td>
<td>SC:City Hall</td>
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<td>9:00am</td>
<td>97. SPDW: Bringing Complexity Theory to Bear</td>
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<td>98. SPDW: Three Conversations on Org. Knowledge</td>
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<td><strong>Saturday</strong></td>
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<td>104. SPDW: Quantitative Methods and Complexity Theory</td>
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<td>113. SPDW: Structural Hole Opportunities</td>
<td>SC:Upper Canada</td>
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<td>116. SPDW: All Doctoral Students Reception</td>
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<td>120. SPDW: OMT/OB/ODC Doctoral Consortium</td>
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<td>124. SPDW: Three Conversations – Conclusion</td>
<td>SC:Ballroom West</td>
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<td>125. SPDW: Collaboration in Research and Teaching</td>
<td>SC:Ballroom Centre</td>
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<td>126. SPDW: OMT/OB Junior Faculty Consortium</td>
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<td>127. SPDW: Organizational Research and Methods</td>
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<td>128. SPDW: Re-Creating Time for Teaching OMT</td>
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<td>132. SPDW: Aldrich as Author Meets Critics</td>
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<td>175. SHCS: Boundaries in Tech. Industries</td>
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<td>176. SHCS: Rigor and Relevance in Research</td>
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<td>20. Welcome &amp; Distinguished Scholar Address</td>
<td>SC:Huron</td>
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<td>211. JS: Liberation Theology for New Times?</td>
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<td>271. ST: Uncertain Environments</td>
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<td>213. JS: Role of Government</td>
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<td>219. JS: Alternative Research Modes in OMT</td>
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<td>217. JS: Expressing Organizations</td>
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<td>218. SHCS: Firm Globalization &amp; Structure</td>
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<td>275. ST: Silence and Discourse</td>
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<td>225. JS: Sharing Knowledge</td>
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<td>228. JS: Dynamic Construction of Identity</td>
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<td>226. JS: Organizational Identity</td>
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<td>231. Business Meeting &amp; Social Hour</td>
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<td>232. Organizational Consequences of Individual Identity</td>
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<td>235. Interorganizational Learning</td>
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<td>236. Social Construction of Organizations</td>
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<td>237. A Time for Teams</td>
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<td>238. New Institutions:Theory &amp; Econ</td>
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<td>241. JS: Social Capital in Organizations</td>
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<td>245. JS: Managing Trust</td>
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<td>248. Adaptation and Survival</td>
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<td>253. JS: Transition in Central &amp; Eastern Europe</td>
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<td>254. JS: The Truth about the Truth</td>
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<td>256. JS: The Power of the Past</td>
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<td>257. JS: The Future of the Past</td>
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**Legend:**  
= theme,  
= teaching,  
= management practice,  
= international, Other abbreviations p. A38 - 39
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**Friday 1:00PM**

- 1:00- 8:00 Off Site: Ontario Science Centre

**Friday 6:00PM**

83. OMT/OB/ODC Doctoral Consortium -- Friday Welcome Session
- 6:00- 8:00 Sheraton Centre: City Hall

84. OMT/OB Junior Faculty Consortium
- 6:00- 9:00 Sheraton Centre: Simcoe & Dufferin

**Saturday 8:00AM**

86. New Doctoral Students Consortium
- 8:30- 5:00 Royal York: Upper Canada

**Saturday 8:30AM**

87. OMT/BS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
- 6:00- 8:00 Royal York: Upper Canada

**Saturday 9:00AM**

87. Bringing Complexity Theory to Bear on Organizations: Work in Progress
- 9:00- 12:00 Sheraton Centre: Elgin

88. OMT/BS, MOC, RM Three Conversations on Organizational Knowledge
- 9:00- 5:30 Sheraton Centre: City Hall

**Saturday 1:00PM**

104. Quantitative Methods for Applying Complexity Theory to Organizations
- 1:00- 3:00 Sheraton Centre: Conference Room E

**Saturday 3:00PM**

113. Structural Holes Analysis of Entrepreneurial Opportunities: A Workshop
- 3:00- 4:30 Royal York: Confederation 5

**Saturday 6:00PM**

116. SPDW: (OMT, BPS, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
- 6:00- 8:00 Royal York: Upper Canada

**Sunday 8:00AM**

120. OMT/OB/ODC Doctoral Consortium -- Sunday Session
- 8:00- 12:00 Royal York: Canadian

**Sunday 8:30AM**

124. OMT/BS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
- 6:00- 8:00 Royal York: Upper Canada

**Sunday 9:30AM**

128. Re-Creating Time: Narrative, Storytelling, and Theatrics for Teaching OMT
- 9:30- 12:00 Sheraton Centre: Ballroom West

**Sunday 10:30AM**

132. OMT/BS, MOC, RM) Organizational Change: The Author Meets the Critics
- 10:30- 12:00 Royal York: Territorial

**Monday 8:30AM**

175. Firm Boundaries in Technology-Based Industries
- 8:30- 10:20 Sheraton Centre: Ballroom West

176. Rigor and Relevance in Organization and Management Research
- 8:50- 10:20 Sheraton Centre: Ballroom West
Monday 9:00AM

720. Division: OMT Welcome and 2000 Distinguished Scholar Award and Invited Address
• 9:00-10:20 Sheraton Centre: Huron
  Welcome: Eric Abrahamson, Columbia U.
  Chair: Joel A.C. Baum, U. of Toronto
  Keynote Speaker: Howard E. Aldrich, U. of North Carolina, Chapel Hill

Monday 10:40AM

721. Paper Session: Interorganizational Loose Coupling: Alliances, Joint Ventures, and Contracting
• 10:40-12:00 Sheraton Centre: Kent
  Chair: Pamela R. Haunschild, Stanford U.
  Knowledge Acquisition, Knowledge Loss, and Satisfaction in High Technology Alliances, Patricia M. Norman, Baylor U.
  High Performance Strategic Alliances: Partner-Specific Behavioral Antecedents, Henry Adobor, Quinnipiac U.
  Buyer-Supplier Contracting: Contract Choice and Ex Post Negotiation Costs, Kendall W. Artz, Baylor U.
  East Meets East and East Meets West: The Case of Sino-Japanese and Sino-West Joint Ventures in China, Ji Li, Hong Kong Baptist U.; Leonard Karakowsky, York U.; Kevin Lam, Chinese U. of Hong Kong
  Discussant: Ranjay Gulati, Northwestern U.

722. Paper Session: Organizational Ecology: Birth, Entrance, Growth, and Death
• 10:40-12:00 Sheraton Centre: Kenora
  Chair: Olav Sorensen, U. of California, Los Angeles
  Exploring the Relational Bases of Age Dependence in Organizational Mortality Rates, Alessandro Lomi, U. of Bologna, Italy; Erik Reimer Larsen, City U.
  In Scale (and Competition) among Organizations: Modeling Scale-Based Selection among Automobile Producers in Four Major Countries, 1885-1981, Stanislav D. Dobrev, Tulane U.; Glenn R. Carroll, U. of California, Berkeley
  Incumbent and Entrant Rivalry in a Deregulated Industry, Tammy L. Madsen, Santa Clara U.; Gordon Walker, Southern Methodist U.
  Discussant: Heather Haveman, Columbia U.

• 12:20-2:10 Sheraton Centre: Huron
  Organizers: Nina Shah, U. of Illinois; Matthew Kraatz, U. of Illinois
  Field Level Governance and the Emergence of New Organizational Forms: The Case of Multidisciplinary Partnerships in the Legal Profession, Roy R. Suddaby, U. of Alberta; Royston Greenwood, U. of Alberta

Monday 12:20PM

724. Paper Session: Determinants and Consequences of Organizational Ownership
• 12:20-2:10 Sheraton Centre: Kent
  Chair: Thomas G. Cummings, U. of Southern California
  Published in Conference Proceedings
  Altruism and Agency in Family Firms, William S. Schulze, U. of Connecticut; Michael Lubatkin, U. of Connecticut; Richard N. Dino, U. of Connecticut
  Published in Conference Proceedings
  Turning Up the Volume: Shareholder Mobilization and Field-Level Change, W. Trexler Proffitt Jr., Northwestern U.
  Ownership Structure and the Strategic Decision Process: A Comparative Case Study, Davide Ravasi, SDA Bocconi Graduate School of Management; Alessandro Zattoni, SDA Bocconi Graduate School of Management
  Discussant: Donald Palmer, U. of California, Davis

725. Paper Session: Complexity Theory and Organization
• 12:20-2:10 Sheraton Centre: Kenora
  Chair: Paul Fouts, Golden Gate U.
  Requisite Variety & Complexity Theory: Simple Organizations, Complex Individuals, Gerard Farias, Loyola U.; Janice A. Black, New Mexico State U.
  Organizational Complexity and Endogenous Uncertainty, Mihnea Moldoveanu, U. of Toronto
  Complexity Theory: Implications for Research in Inter-Organizational Relations, Barry A. Colbert, York U.
  Distinguishing Complexity Based Theories from Witchcraft: Some Necessary Conditions, Jyoti B. Rahi, London Business School
  Discussant: John M. Usher, Memorial U. of Newfoundland

181. ➔ SHCS:(IM, BPS, OMT) Toward an Understanding of the Role of Government in Strategy and Organization
• 12:20-2:10 Sheraton Centre: Ballroom East

• 12:20-2:10 Royal York: Concert Hall

185. ➔ JS:(OMT, RM) A Time to Reflect: Constructing Knowledge and Alternative Modes of Investigation in Organization and Management Theory
• 12:20-2:10 Sheraton Centre: Civic Ballroom

187. JS:(MOC, OMT) Expressing Organizations: Connecting Identity, Reputation and the Corporate Brand
• 12:20-2:10 Royal York: Alberta
Monday 2:30PM

726. Symposium: It's About Time: Bringing Time Back In
- 2:30- 3:50 Sheraton Centre: Kent
Chair: Joseph J. Galaskiewicz, U. of Minnesota
Professional Influence: The Effects of Finance Professionals on Acquisition Financing and Performance, Mathew Hayward, London Business School
Reciprocity and Power in the Venture Capital Market, Mikolaj Jan Piskorski, Harvard U.
Ambiguity in Markets: Mergers in the U.S. Commercial Banking Industry, Lisa Haueisen, Harvard U.
Discussant: Eric Abrahamson, Columbia U.

727. Paper Session: The Organizational Theory of Financial Institutions
- 2:30- 3:50 Sheraton Centre: Kent
Chair: James D. Westphal, U. of Texas, Austin
Winner of West Publishing Best Paper Award
Published in Conference Proceedings
Published in Conference Proceedings
Diversity and Similarity in New York City Newspapers, 1801-1988, You-Ta Chuang, U. of Toronto; Dean Hennessy, U. of Toronto; Kelly Thomson, York U.; Rodrigo Madriz, U. of Toronto
Financial Consequences of Downsizing and the Role of Managerial Attention, Boris Kabanoff, Queensland U. of Technology; Ian Palmer, U. of Technology, Sydney; Shane Brown, Queensland U. of Technology
Discussant: Robert Stern, Cornell U.

728. Paper Session: Institutional Theory and Change
- 2:30- 3:50 Sheraton Centre: Huron
Chair: James D. Westphal, U. of Texas, Austin
Winner of West Publishing Best Paper Award
Published in Conference Proceedings
Published in Conference Proceedings
Diversity and Similarity in New York City Newspapers, 1801-1988, You-Ta Chuang, U. of Toronto; Dean Hennessy, U. of Toronto; Kelly Thomson, York U.; Rodrigo Madriz, U. of Toronto
Financial Consequences of Downsizing and the Role of Managerial Attention, Boris Kabanoff, Queensland U. of Technology; Ian Palmer, U. of Technology, Sydney; Shane Brown, Queensland U. of Technology
Discussant: Robert Stern, Cornell U.

Monday 4:10PM

729. Symposium: Professional Services Firms: Variation and Transformation
- 4:10- 5:20 Sheraton Centre: Huron
Chair: Laura Empson, U. of Oxford
Globalization, Diversity and Change in Professional Services Firms, Bob Hinings, U. of Alberta
The Triumph of Commercialism: Mergers Between Accounting Firms and The Transformation of The Professional Archetype, Laura Empson, U. of Oxford
Becoming Integrated Global Networks: Transforming Four Professional Service Organizations, Andrew M. Pettigrew, U. of Warwick; Evelyn Fenton, Warwick U.
Explaining Transformation in Successful Law Firms: The Use of Reflexive Archetypes, John Gray, U. of Western Sydney
Discussant: Christopher McKenna, Johns Hopkins U.

730. Paper Session: Institutional Theory, Deviance, and Illegitimacy
- 4:10- 5:20 Sheraton Centre: Kent
Chair: Cathy Enz, Cornell U.
Changing the Field: The Effects of Illegitimacy on Competing Organizational Forms, Bryant A. Hudson, Bowling Green State U.; Diana J. Wong-Mingji, Bowling Green State U.; David W. Loree, U. of Western Ontario
Constructive and Destructive Deviance in Organizations, Danielle E. Warren, U. of Pennsylvania
Status Changes from Adoption of a Status-Threatening Practice: The Case of Downsizing Among Large U.S. Firms 1983-1994, E. Geoffrey Love, Rice U.
Managing the "Liability of Deviance": The Organizational Legitimation of Maverick and Delinquent Actions, Pushkala Prasad, Lund U.; Anshuman Prasad, U. of New Haven; Dafna Eylon, U. of Richmond
Discussant: Eugene Marchese, Cornell U.

Tuesday 8:30AM

732. Symposium: The Organizational Consequences of Individual Identity Processes: Empirical Studies from Action and Discourse Analytic Perspectives
733. Symposium: Institutions and the Development of Skilled Agency: Integrating Perspectives from Developmental Theories

- The Dynamics of Trust & Identity in Intraorganizational Relations: A Discursive Perspective. Nelson Phillips, McGill U.; Steve Maguire, McGill U.
- The Organizational Costs of Strong Identification: Environmental and Technology Development Work at a Semiconductor Manufacturer. Jennifer A. Howard-Greenville, Massachusetts Institute of Technology
- Getting Work Done at a Ski Resort: Exploring How Identity Links to Forms of Authority Buttressing Work Accomplishment. Wendy L. Guild, Emerson College

Discussant: Gideon Kunda, Tel-Aviv U.

734. Paper Session: Learning In and Through Networks

- 8:30-10:10 Sheraton Centre: Kent
Chair: Wendy L. Guild, Emerson College

The Social Construction of Organizational Justice


Published in Conference Proceedings


The Influence of Clusters and Networks on Canadian Mutual Fund Company Innovation. Geoffrey G. Bell, Concordia U.

Discussant: Arent Greve, Norwegian School of Economics and Business Administration

735. Paper Session: Managing Organizational Reputation and Legitimacy

- 10:30-11:50 Sheraton Centre: Huron
Chair: David Deephouse, Louisiana State U.

Reputation, Embeddedness and the Power of Investment Banks as Transaction Intermediaries in the Market for Initial Public Offerings. Tim G. Pollock, U. of Wisconsin

Winner of the Sage-Louis R. Pondy Best Dissertation-Based Paper Award

A Conceptual Model of Legitimacy Building in Organizational Networks. Keith G. Provan, U. of Arizona; Sherrie E. Human, Xavier U.

Age Dependence in Organizational Status Hierarchies. David Ager, Harvard U.; Mikolaj Jan Piskorski, Harvard U.

An Institutional Theory of Reputation. Xueguang Zhou, Duke U.

Discussant: Hayagreeva Rao, Emory U.

736. Paper Session: Interorganizational Learning

- 10:30-11:50 Sheraton Centre: Kenora
Chair: Richard Burton, Duke U.

Learning from Complexity: Effects of Airline Accident/Incident Heterogeneity on Subsequent Accident/Incident Rates. Pamela R. Haunschild, Stanford U.; Bilian Ni, Stanford U.

Published in Conference Proceedings

Published in Conference Proceedings

The Applicability of Organizational Learning Perspectives to Chinese Business Organizations: A Comparative Study of Two Suppliers in Singapore. Lai Si Tsui-Auch, Nanyang Business School


Discussant: Richard T. Harrison, U. of Aberdeen, UK

737. Paper Session: Social Constructionist Approaches to Organizing

- 10:30-11:50 Sheraton Centre: Kent
Chair: W. Trexler Proffitt Jr., Northwestern U.

The Coming Crisis in Real-Time Environments: A Dromological Analysis. Ronald E. Purser, San Francisco State U.

Published in Conference Proceedings

Crafting a Job: Revisioning Employees as Active Crafters of Their Work. Amy Wrzesniewski, New York U.; Jane E. Dutton, U. of Michigan

Tight-Loose Coupling with Customers: The Enactment of Customer Orientation. Erwin Danneels, Worcester Polytechnic Institute

An Action Pattern Model of the Interfirm Cooperation Process. Steven S. Lui, Chinese U. of Hong Kong; Hang-yue Ngo, Chinese U. of Hong Kong

Discussant: Robert P. Gephart, U. of Alberta
Tuesday 2:00PM

730. Symposium: Organizational Rules -- New Approaches to Bureaucracies and Organizational Learning
- 2:00-3:20 Sheraton Centre: Kenora
  Chair: Martin Schulz, U. of Washington
  Organizational Learning as Rule Construction, Alfred Kieser, U. of Mannheim, Germany; Ulrich Koch, U. of Mannheim, Germany
  Searching for General Principles of Organizational Rules, Martin Schulz, U. of Washington; Nikolaus Beck, U. of Mannheim, Germany
  To Codify or Not? – Toward an Understanding of the Antecedents of Task Formalization and its Effects on Organizational Performance, Ofer Melich, California State U., San Marcos
  Discussant: Xueguang Zhou, Duke U.

731. Paper Session: Knowledge Management, Knowledge Markets, and Knowledge Workers
- 2:00-3:20 Sheraton Centre: Kent
  Chair: Nina Shah, U. of Illinois
  Competing for Attention in Knowledge Markets, Morten Hansen, Harvard U.; Martine Haas, Harvard U.
  Knowledge Integration: A New Approach to the Role of Middle Management, Sergio Mattos Janczak, HEC Montreal
  The Antagonistic Nature of Knowledge Management: Why Maintaining a Balance between Knowledge Exploration and Exploitation is Difficult, Peter McNamara, City U., London
  Getting Help and Letting Go: How Outsourcing Knowledge Affects Project Performance, Pamsy P. Hui, U. of Texas, Austin; Alison Davis-Blake, U. of Texas; Joseph P. Broschak, U. of Illinois, Urbana-Champaign
  Discussant: Michael K. Moch, Michigan State U.

740. Paper Session: Institutional Theory and Strategic Management
- 2:00-3:20 Sheraton Centre: Huron
  Chair: Jacques Rojot, U. of Paris, Sorbonne
  How We Decide What We Do: The Impact of Institutional Support on Organizational Change, Marvin Washington, Texas Tech U.; Marc J. Ventresca, Northwestern U.
  Published in Conference Proceedings
  The Impact of Ownership Type On Diversification Strategy and Performance, David L. Kang, Harvard U.
  Strategy, Institutions, or Both? A Reformulation of Uncertainty, Serghei Floricel, U. du Québec à Trois-Rivières; Silvia Dorado, McGill U.
  From Hierarchies to Markets: The Deregulation of the Electric Utility Industry, Wesley Sine, Cornell U.
  Discussant: Michael Lounsbury, Cornell U.

207. SIT: New Institutional Understandings: Theory and Economics
- 2:00-11:50 Royal York: Saskatchewan

208. IP: Building Theory
- 2:00-3:20 Royal York: New Brunswick

Tuesday 3:40PM

741. Symposium: Towards a Knowledge and Motivation Based Theory of the Firm
- 3:40-5:20 Sheraton Centre: Kent
  Chairs: Bruno S. Frey, U. of Zurich; Margit Osterloh, U. of Zurich
  Front-Face, Back-Face: Combining Task-Oriented and Uncertainty-Resolving Knowledge Systems, J. C. Spender, New York Institute of Technology
  A Firm as a Knowledge Creating Entity: A New Perspective on the Theory of the Firm, Ikujiro Nonaka, Hitotsubashi U.; Ryoko Toyama, Japanese Advanced Institute of Science & Technology; Akiya Nagata, Japan Advanced Institute of Science & Technology
  Less can be more: Compensation and the Management of New Ideas, Iris Bohnet, Harvard U.; Felix Oberholzer-Gee, U. of Pennsylvania
  Crowding-Out Intrinsic Motivation: Theory and Empirical Evidence, Bruno S. Frey, U. of Zurich
  Integrating of Crowding Theory with the Theory of the Firm, Margit Osterloh, U. of Zurich; Jutta Frost, U. of Zurich
  Discussant: Nicolai J. Foss, U. of Copenhagen

742. Paper Session: CEOs and Top Management Teams
- 3:40-5:20 Sheraton Centre: Kenora
  Chair: Richard S. Blackburn, U. of North Carolina
  Exit or Loyalty: The Effects of Compensation on CEO Turnover, Maria Hasenhullt, U. of Texas, Dallas; J. Richard Harrison, U. of Texas, Dallas
  A Contingency Perspective on Top Executive Pay and Promotion, Mason A. Carpenter, U. of Wisconsin-Madison; James Wade, U. of Wisconsin-Madison; Charles A. O'Reilly III, Stanford U.
  Discussant: James P. Walsh, U. of Michigan

743. Paper Session: Understanding the Impact of Institutions
- 3:40-5:20 Sheraton Centre: Huron
  Chair: Patricia Totten, Duke U.
  Mimetic Pressures versus the Market for Corporate Control, J. Timothy Goines, Benedictine U.; Sharon L. Goell, Benedictine U.
  Analyst Coverage, IPO Performance, and the Pace of Market Learning, Sarah Clay Mavinac, U. of Western Ontario
  Isomorphism In Reverse: How Macrocultural Forces Have Worked Against the "Inexorable Homogenization"

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
## Abstracts

### The Dynamics of Disaster: Using Simulation to Understand Testing Theories of Organizational Growth and Decline

**Chair:** Richard Nordtvedt, U. of Memphis  
**Discussant:** Joseph J. Galaskiewicz, INSEAD

This paper presents a simulation study of organizational change that tests the robustness of traditional growth and decline theories. The simulation was designed to capture key aspects of organizational dynamics, including resource allocation, decision-making processes, and the role of leadership. The results of the simulation were then compared to theoretical predictions to assess the validity of these theories in the context of contemporary organizational environments.

### Structuring Temporary Systems for High Reliability

**Chair:** Charles Galunic, INSEAD  
**Discussants:** Marshall J. Schminke, U. of Central Florida; Sydney Finkelstein, Dartmouth College

This paper examines the challenges of structuring temporary systems in high-reliability organizations (HROs), with a focus on the role of social capital in ensuring system effectiveness. The study draws on empirical data from a diverse range of HROs to identify best practices for managing temporary teams.

### The Value of Social Capital

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

This paper explores the concept of social capital in the context of organizational processes and performance. The study uses case studies to examine how social capital influences decision-making and innovation, highlighting the importance of interpersonal relationships in organizational success.

### Middle Managers' Emotional Influence in Strategic Change

**Discussant:** Jean Louise Kahwajy, Stanford U.

This paper investigates the role of middle managers in facilitating strategic change, emphasizing the importance of emotional intelligence in leadership. The study draws on interviews with middle managers across various sectors to identify key strategies for successfully managing organizational change.

### The Staying Power of Status Hierarchies and Their Effects in Organizations

**Discussant:** Nelson Peter Repenning, Massachusetts Institute of Technology

This paper examines the persistence of status hierarchies in organizations and their impact on employee behavior and outcomes. The study uses longitudinal data to analyze how status hierarchies influence organizational dynamics and performance over time.

### Transforming Worldwide Path Dependence through Elements of: Smart Global Change Management, Myth and Ceremony, and Good Luck

**Discussant:** Richard Whittington, U. of Oxford

This paper argues for a holistic approach to managing global organizational change, emphasizing the importance of cultural, psychological, and social factors in facilitating successful transitions. The study draws on case studies from various international contexts to illustrate the importance of integrating diverse perspectives in organizational design.

### Using Hierarchical Linear Modeling

**Discussant:** Gavriel Meirovich, Sapir College Israel

This paper presents a methodological contribution to the study of organizational change, introducing a novel approach to analyzing data with hierarchical structures. The method is applied to a case study of a large multinational corporation to demonstrate its utility in understanding organizational dynamics at different levels.

### Extending the Psychological Contract

**Discussant:** Pablo Martin de Holan, U. of Alberta

This paper extends the theory of the psychological contract by examining the role of organizational memory in shaping employee expectations and performance. The study uses archival data to trace the evolution of psychological contracts over time and their impact on organizational outcomes.

### Hypothesis Testing in Organizational Processes and Organizational Change

**Discussant:** Rudolph, Boston College; Nelson Peter Repenning, Massachusetts Institute of Technology

This paper focuses on the role of hypothesis testing in organizational research, emphasizing the importance of empirical evidence in validating theoretical models. The study provides a comprehensive review of methods and techniques for conducting hypothesis testing in organizational settings.

### Managing in Transition: Institutional Management and OMT Organization and Management Theory

**Discussant:** Charles Galunic, INSEAD  
**Discussants:** Martin de Bree, U. of Minnesota; Myron Dowell, U. of Minnesota; Wolfgang Bielefeld, Indiana U.

This paper explores the challenges of institutional management in the context of organizational change, with a focus on the role of OMT in driving theoretical innovation. The study draws on empirical evidence from diverse sectors to illustrate the importance of OMT in shaping organizational strategies and outcomes.

### Decision Making Systems

**Discussants:** Martin de Bree, U. of Minnesota; Myron Dowell, U. of Minnesota; Wolfgang Bielefeld, Indiana U.

This paper examines the role of decision making systems in organizational processes and performance, emphasizing the importance of system design in facilitating effective decision making. The study provides a comprehensive review of decision making models and their applications in various organizational contexts.

### Paper Session: Organizational Adaptation and Survival

- **Chair:** Charles Galunic, INSEAD
- **Discussant:** Gautam Ahuja, U. of Texas, Austin

This session focuses on the theme of organizational adaptation and survival, with presentations on decision making speed, stress, and organizational collapse. The papers explore the interplay of individual and organizational factors in shaping adaptive strategies.

### Paper Session: Organizational Strategies and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems

- **Chair:** Richard Nordtvedt, U. of Memphis
- **Discussants:** Charles Galunic, INSEAD; Martin de Bree, U. of Minnesota; Myron Dowell, U. of Minnesota; Wolfgang Bielefeld, Indiana U.

This session examines the integration of physicians and clinics in healthcare systems, with a focus on the strategies used to achieve temporal and organizational coherence. The papers discuss the challenges of integrating diverse stakeholders and the implications for organizational effectiveness.

### Paper Session: Decision Making Systems

- **Chair:** Charles Galunic, INSEAD
- **Discussants:** Martin de Bree, U. of Minnesota; Myron Dowell, U. of Minnesota; Wolfgang Bielefeld, Indiana U.

This session focuses on the role of decision making systems in organizational processes and performance, with presentations on interruption, stress, and organizational collapse. The papers explore the interplay of individual and organizational factors in shaping adaptive strategies.

### Paper Session: Applying Institutional Theory in International Contexts

- **Chair:** Charles Galunic, INSEAD
- **Discussants:** Martin de Bree, U. of Minnesota; Myron Dowell, U. of Minnesota; Wolfgang Bielefeld, Indiana U.

This session examines the application of institutional theory in international contexts, with presentations on the staying power of status hierarchies and organizational change. The papers discuss the implications of institutional theory for cross-cultural and cross-national organizational strategies.

### Paper Session: Organizational Processes and Organizational Change

- **Chair:** Marshall J. Schminke, U. of Central Florida

This session focuses on the theme of organizational processes and change, with presentations on hypothesis testing, model specification, and theory development. The papers explore the interplay of individual and organizational factors in shaping adaptive strategies.
### Organization Development and Change

**Program Chair: Ronald E. Purser, San Francisco State U.**

**Professional Development Workshop Chair: Peter Sorensen, Benedictine U.**

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<td><strong>Friday</strong></td>
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<tr>
<td>1:00pm</td>
<td>744. Effective International Business Consultancy • RY:Alberta</td>
<td><strong>SPDW:</strong> CMSW Doctoral Workshop • SC:Norfolk</td>
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<tr>
<td>3:00pm</td>
<td>747. Accelerating Organization Development • RY:Quebec</td>
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<td><strong>SPDW:</strong> OMT/OB/ODC Doctoral Consortium • SC:Canadian</td>
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<td>7:00pm</td>
<td>748. Hospitality Suite: Welcome for International Members • RY:British Columbia</td>
<td><strong>SPDW:</strong> CMSW Reception for Arriving Critics • SC:Conference Room B&amp;C</td>
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<td><strong>Saturday</strong></td>
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<td>7:30am</td>
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<td><strong>SPDW:</strong> CWSM Breakfast • RY:Ontario</td>
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<td><strong>SPDW:</strong> OMT/OB/ODC Doctoral Consortium • RY:Canadian</td>
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<td>8:30am</td>
<td>749. Accelerating the Time to Change • RY:Tudor 8</td>
<td><strong>SPDW:</strong> Making Learning Real: The Ohio Model • SC:Dufferin</td>
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<tr>
<td>9:00am</td>
<td>750. Co-operative Inquiry and Action Inquiry • RY:Confederation 6</td>
<td><strong>SPDW:</strong> Making Time to Talk • SC:Conference Room D</td>
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<td><strong>SPDW:</strong> New Doctoral Students Consortium • RY:Upper Canada</td>
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<tr>
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<td>751. Spirituality, Organization and Consulting • RY:Alberta</td>
<td><strong>SPDW:</strong> Stakeholder Learning Dialogs • SC:Norfolk</td>
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<td>1:30pm</td>
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<td><strong>SPDW:</strong> CWSM: Practice/Activity Theory • RY:Ontario</td>
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<td><strong>SPDW:</strong> CWSM: Teaching Critically • RY:Tudor 7</td>
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<td><strong>SPDW:</strong> Problem-Based Learning in Business Schools • RY:Salon A</td>
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<td><strong>SPDW:</strong> Reflecting on &amp; Applying Learning • SC:Conference Room D</td>
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<tr>
<td>7:00pm</td>
<td>752. Welcome for New Doctoral Students • RY:Saskatchewan</td>
<td><strong>SPDW:</strong> CWSM: Social Time • RY:Ballroom</td>
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<td>7:30pm</td>
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<td><strong>SPDW:</strong> CWSM: Organizational Meeting and Breakfast • RY:Ballroom</td>
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<td>8:00am</td>
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<td><strong>SPDW:</strong> OMT/OB/ODC Doctoral Consortium • RY:Canadian</td>
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<td>8:30am</td>
<td>753. Management Rhetoric in Times of Change • RY:Confederation 5</td>
<td><strong>SPDW:</strong> CWSM: Critical Research in the Management Journals • RY:Ballroom</td>
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<td>10:30am</td>
<td>754. Doctoral Consortium for Doctoral Program • RY:Manitoba</td>
<td><strong>SPDW:</strong> CWSM: Gender, Work, and Employment in Academia • RY:British Columbia</td>
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<td><strong>Sunday</strong></td>
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<tr>
<td>8:00am</td>
<td>755. Division Welcome and Breakfast • RY:Library</td>
<td><strong>SPDW:</strong> CWSM Plenary Speaker: Doug Henwood • RY:Ballroom</td>
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<tr>
<td>8:30am</td>
<td>756. Advances in Organizational Diagnosis and Change Interventions • RY:Library</td>
<td><strong>SHCS:</strong> Virtual Teams vs Traditional Teams • SC:Dominion Ballroom</td>
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<td>10:40am</td>
<td>757. Interpreting Organizational Change • RY:Library</td>
<td><strong>JS:</strong> Reaching for the Rainbow • RY:Alberta</td>
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<tr>
<td>12:20pm</td>
<td>758. Implementing Large-Scale Change • RY:Library</td>
<td><strong>JS:</strong> Liberation Theology for New Times? • RY:Alberta</td>
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<td>2:30pm</td>
<td>759. Expanding Action Research • RY:Library</td>
<td><strong>SIT:</strong> Whole Systems Change • RY:Territories</td>
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<td>4:10pm</td>
<td>760. Festival, Spectacle and Carnival • RY:Library</td>
<td><strong>SIT:</strong> Silence and Discourse • SC:Windsor West</td>
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<td>8:30am</td>
<td>761. Changing Attitudes, Culture and Structure • RY:Library</td>
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<tr>
<td>10:30am</td>
<td>762. Beyond Linear Change Logics • RY:Library</td>
<td><strong>IP:</strong> Dynamics in Managing Change • RY:Canadian 9</td>
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<tr>
<td>12:00pm</td>
<td>763. Learning From the Times • RY:Library</td>
<td><strong>IP:</strong> Revolutionary &amp; Continuous Change • SC:Windsor East</td>
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<td>3:40pm</td>
<td>764. Distinguished Speakers: William Torbert &amp; Pat Canavan • RY:Library</td>
<td><strong>SHCS:</strong> Organizational Learning • SC:Windsor East</td>
</tr>
<tr>
<td>5:30pm</td>
<td>765. ODC Business Meeting and Awards Ceremony • RY:Library</td>
<td><strong>SHCS:</strong> Resistance &amp; Readiness for Change • RY:Concert Hall</td>
</tr>
<tr>
<td>6:30pm</td>
<td>766. ODC Social Hour • RY:Library</td>
<td><strong>SHCS:</strong> Strategic HR Architecture • SC:Civic Ballroom</td>
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<tr>
<td><strong>Wednesday</strong></td>
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<tr>
<td>8:00am</td>
<td>767. Continental Breakfast • RY:Library</td>
<td><strong>SHCS:</strong> Shared Cognition and Sensemaking • RY:Saskatchewan</td>
</tr>
<tr>
<td>8:30am</td>
<td>768. Sustainable Work Systems • RY:Library</td>
<td><strong>SHCS:</strong> Integrating Healthcare Systems • RY:Concert Hall</td>
</tr>
<tr>
<td>10:40am</td>
<td>769. Developing Change Capabilities • RY:Library</td>
<td><strong>JS:</strong> Advancing Research on Organizational Change • RY:Ontario</td>
</tr>
<tr>
<td>12:20pm</td>
<td>770. The Temporality of Improvisation • RY:Territories</td>
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<tr>
<td>1:00pm</td>
<td>771. Changing Organizational Design Configurations • RY:Library</td>
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</tr>
</tbody>
</table>
ODC, Organization Development and Change

Friday 1:00PM

746. Effective International Consulting: What Does It Take To Be An Effective International Business Consultant?
   • 1:00 - 4:30 Royal York: Alberta
   As international business grows, so does international OD
   Chairs: Thomas C. Head, Roosevelt U.; Therese F. Yaeger, Benedictine U.
   Panel: Joanne C. Preston, Pepperdine U.; Robert T. Golembiewski, U. of Georgia; Henrik Holt Larsen, U. of Copenhagen; Jesper Døpping, U. of Copenhagen; Chunhui Ma, Roosevelt U.; Terry R. Armstrong, Emerson College

747. Accelerating Organization Development by Leveraging Practices, Values and Perspectives
   • 1:00 - 4:00 Royal York: Quebec
   Panelists Include American Society for Quality Executives and a representative from a Baldridge award winner.
   Organizers: Chip Chesmore, Deere & Company; Gina Hinrichs, Deere & Company; Mary Lou Koteck, John Deere Health
   Presenters: Mary Lou Kotecki, John Deere Health; Gary Foss, Medtronic Inc.
   Discussant: James D. Ludema, Benedictine U.
   Presenter: Gregory Watson, American Society for Quality

748. ODC Hospitality Suite: Welcome and Orientation for International Members and Newcomers
   • 7:00 - 8:00 Royal York: British Columbia
   Info about the broad spectrum of activities and opportunities to be found on the pre-conference.
   Hosts: Henrik Holt Larsen, U. of Copenhagen; Lynda Kilbourne, Xavier U.

Friday 3:00PM

81. CMSW Doctoral Workshop
   • 1:00 - 6:00 Sheraton Centre: Norfolk

Friday 6:00PM

83. OMT/OB/ODC Doctoral Consortium -- Friday Welcome Session
   • 6:00 - 8:00 Sheraton Centre: City Hall

Friday 7:00PM

86. CMSW Breakfast
   • 7:30 - 8:00 Royal York: Ontario

Saturday 7:30AM

86. OMT/OB/ODC Doctoral Consortium -- Saturday Session
   • 8:00 - 5:00 Royal York: Canadian

Saturday 8:00AM

87. CMSW Plenary: What's Critical about Critical Management Studies?
   • 8:00 - 10:00 Royal York: Ontario

89. Making Learning Real: The Ohio Model. Workshop on Integrated, Problem-based Learning
   • 8:00 - 12:00 Sheraton Centre: Dufferin

92. Making Time to Talk: Stakeholder Learning Dialogs
   • 8:00 - 9:00 Sheraton Centre: Conference Room D

Saturday 8:30AM

749. Accelerating the Time to Change
   • 8:30 - 5:00 Royal York: Tudor 8
   Exploring solutions and issues for accelerated change programs.
   Chairs: Harvey Koldony, U. of Toronto; A.B. (Rami) Shani, California Polytechnic State U.; San Luis Obispo; Tom Chase, The STS Roundtable
   Discussants: Frans van Eijnatten, Eindhoven U. of Technology; Don De Guerre, Concordia U.; Paul Tolchinsky, Dannemiller Tyson Assoc.

Saturday 9:00AM

750. Co-operative Inquiry and Action Inquiry: Two Forms of Action Research
   • 9:00 - 5:00 Royal York: Confederation 6
   An exploration of first person action skills using second person co-operative inquiry methods.
   Facilitators: Peter Reason, U. of Bath; William Torbert, Boston College

Saturday 9:30AM

99. Hands-on Practice in Stakeholder Learning Dialogs
   • 9:30 - 12:00 Sheraton Centre: Norfolk

Saturday 10:00AM

101. CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
    • 10:00 - 1:00 Royal York: Ontario

102. CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
    • 10:00 - 1:00 Royal York: Tudor 7

Saturday 1:00PM

751. Spirituality, Organization and Consulting in a New Time
    • 1:00 - 4:00 Royal York: Alberta
   Join us for the timely topic of spirituality, organization and consulting.
   Chairs: Ian Mitroff, U. of Southern California; Kurt Motamedi, Pepperdine U.
   Participants: Kathleen Buchman, Wheaton Fransiscan Services, Inc.; Peter Sorensen, Benedictine U.

106. Problem-Based Learning: Varieties of Experience in Business Schools

Legend: = theme, = teaching, = management practice, = international, Other abbreviations p. A38 - 39
### Organization Development and Change

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Event</th>
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<tbody>
<tr>
<td>Saturday 1:30PM</td>
<td>Royal York: Ballroom</td>
<td>103. SPDW: Reflecting on &amp; Applying Learning on Stakeholder Dialog</td>
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<tr>
<td>1:30- 3:30</td>
<td>103. SPDW: Reflecting on &amp; Applying Learning on Stakeholder Dialog</td>
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<td>Saturday 2:30PM</td>
<td>Royal York: St. Andrews</td>
<td>Workshop: Interpretive Methods for Critical Management Studies</td>
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<td>2:30- 5:30</td>
<td>112. SPDW: Workshop: Interpretive Methods for Critical Management Studies</td>
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<td>Saturday 5:30PM</td>
<td>Royal York: Ballroom</td>
<td>SPDW: Workshop: Interpretive Methods for Critical Management Studies</td>
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<td>5:30- 7:30</td>
<td>115. SPDW: Workshop: Interpretive Methods for Critical Management Studies</td>
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<tr>
<td>Saturday 6:00PM</td>
<td>Royal York: Ballroom</td>
<td>All Doctoral Students Reception</td>
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<td>6:00- 8:00</td>
<td>116. All Doctoral Students Reception</td>
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<td>Saturday 7:00PM</td>
<td>Royal York: British Columbia</td>
<td>ODC Hospitality Suite: Welcome for New Doctoral Students</td>
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<td>7:00- 8:00</td>
<td>752. ODC Hospitality Suite: Welcome for New Doctoral Students</td>
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<td>Saturday 7:30PM</td>
<td>Royal York: Ballroom</td>
<td>CMSW: Social Time</td>
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<td>7:30- 8:30</td>
<td>117. CMSW: Social Time</td>
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<tr>
<td>Sunday 7:00AM</td>
<td>Royal York: Ballroom</td>
<td>CMSW Organizational Meeting and Breakfast</td>
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<td>7:00- 8:00</td>
<td>118. CMSW Organizational Meeting and Breakfast</td>
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<td>Sunday 8:00AM</td>
<td>Royal York: Ballroom</td>
<td>OMT/OB/ODC Doctoral Consortium: Sunday Session</td>
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<td>8:00- 12:00</td>
<td>120. OMT/OB/ODC Doctoral Consortium: Sunday Session</td>
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<td>8:00- 10:30</td>
<td>122. CMSW: Critical Research in the Management Journals: Problems and Prospects</td>
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</table>

### Floor Plans
- Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Managing Interactions, Sequencing and Momentum

Form for the New Century? A Multi-disciplinary Research and Critical Inquiry into Managing Diversity

U. of Queensland, Australia

Copenhagen; Ram Tenkasi, Benedictine U.; Gavin Michael Schwarz, Discussants:

Green State U.

Change: The Role of Language, Values and Human

Robertson, U. of Southern California; William A. Pasmore, Delta

B154 Legend:

☯

Effective Organizational Change: New Insights From Multi-

лизированные волосы

mayı oldu.

During Culture

Karen J. Jansen, Pennsylvania State U.

The Effect of Sequencing on Implementation Success:

What is Changed First and Last, and Does it Matter?, Inger

Stensaker, Norwegian School of Economics and Business

Administration; Anne Cathrin Haugen, Norwegian School of

Economics and Business Administration

Effective Organizational Change: New Insights From Multi-

Level Analysis of the Organizational Change Process,

Karen S. Whelan-Berry, Samford U.; Judith R. Gordon, Boston

College

Published in Conference Proceedings

Discussants: Samir Youssif, American U.; Steven H. Cady, Bowling

Green State U.

Monday 10:40AM

757. Paper Session: Interpreting Organizational Change: The Role of Language, Values and Human Experience

Chair: David M. Boje, New Mexico State U.

Do Humanistic Values Matter?, Quy Nguyen-Huy, INSEAD

Published in Conference Proceedings

Talking Change, Changing Talk: The Case of a High Technology Research Organization, Ellen O'Connor, Chronos Associates

Remembrance of Things Past? Intergroup Conflict, Development and Parternalism in Talk of Organizational Change, Julie Rosalind Wolfram Cox, Monash U.

Corporate Art and the Framing of Time in Organizations: The Symbolic Construction of Time Through Aesthetic Discourse, Nick Nissley, Antioch U.

Discussants: Max Elden, U. of Houston; Henrik Holt Larsen, U. of Copenhagen; Ram Tenkasi, Benedictine U.; Gavin Michael Schwarz, U. of Queensland, Australia


Chair: David M. Boje, New Mexico State U.

Published in Conference Proceedings

Monday 12:20PM

758. Paper Session: Implementing Large-Scale Change: Managing Interactions, Sequencing and Momentum

Chair: Frances A. Viggiani, Alfred U.

A Longitudinal Case Study of the Interplay Between Agency and Structure Across Hierarchical Levels in Organizational Transformation, Gitanjali Sharma, U. of Manitoba; Bruno Dyck, U. of Manitoba; Parshotam Dass, U. of Manitoba

A Longitudinal Examination of Momentum During Culture Change, Karen J. Jansen, Pennsylvania State U.

The Effect of Sequencing on Implementation Success: What is Changed First and Last, and Does it Matter?, Inger Stensaker, Norwegian School of Economics and Business Administration; Anne Cathrin Haugen, Norwegian School of Economics and Business Administration

Effective Organizational Change: New Insights From Multi-Level Analysis of the Organizational Change Process, Karen S. Whelan-Berry, Samford U.; Judith R. Gordon, Boston College

Published in Conference Proceedings

Discussants: Samir Youssif, American U.; Steven H. Cady, Bowling Green State U.

Monday 2:30PM


Chair: Hilary Bradbury, Case Western Reserve U.; Peter Reason, U. of Bath

Practical Skills as a Necessary Basis for Knowledge Claims,

Olav Eikeland, Work Research Institute

Mirrors in Mirrors, Erica Gabrielle Foldy, Boston College; Steven S. Taylor, Boston College; Jenny W. Rudolph, Boston College

Appreciative Inquiry: The Power of the Unconditional

Chair: James D. Ludema, Benedictine U.

Clinical Inquiry and Related Research, Joe McDonagh, U. of Dublin; David Coghlan, U. of Dublin

Action Research to Develop an Interorganizational Network, Rupert F. Chisholm, Pennsylvania State U., Harrisburg

Discussant: Bjorn Gustavsen, Institute of Working Life, Norway

Monday 4:10PM

760. Symposium: Festival, Spectacle, and Carnival: Theatrics of Organization Development and Change

Chair: David M. Boje, New Mexico State U.; Grace Ann Rosile, New Mexico State U.

Overview: Spectacle, Carnival, and Festive Time, David M. Boje, New Mexico State U.

Directing Theatrics Events, Simon Malbogat, Mixed Company

Management and OD as Poetic Performance, Grace Ann Rosile, New Mexico State U.

Discussants: Tojo Joseph Thatchenkery, George Mason U.; Robert P. Gephart, U. of Alberta

278. SIT: Revolutionary and Continuous Change

Chair: Laurie Larwood, U. of Nevada

Organizational Culture and Quality of Work Life: A Competing Values Perspective, Eric A. Goodman, Colorado Technical U.; Ray F. Zammuto, U. of Colorado; Blair D. Gifford, U. of Colorado

Tuesday 8:30AM

279. Paper Session: Changing Attitudes, Culture and Structure: Multiple Perspectives

Chair: Laurie Larwood, U. of Nevada

Organizational Culture and Quality of Work Life: A Competing Values Perspective, Eric A. Goodman, Colorado Technical U.; Ray F. Zammuto, U. of Colorado; Blair D. Gifford, U. of Colorado

Published in Conference Proceedings

Discussion: Karen S. Whelan-Berry, Samford U.; Judith R. Gordon, Boston College

Discussion: Richard G. Harrington, University of Guelph
Employee Adjustment During Organizational Change: The Role of Climate, Social Support, Negative Affect and Situational Appraisals, Angela Jayne Martin, Griffith U.; Elizabeth S. Jones, Griffith U.

Changing Employee Attitudes: Transformational Leader Behaviors’ (TLBs) Longitudinal Effects Upon Employee Cynicism About Organizational Change and General Job Satisfaction, William H. Bommer, Georgia State U.; Gregory A. Rich, Bowling Green State U.

Has the Profile of Effective Organization Culture Changed over Time? A Look at Successful Transformational Change Implementation, Jeanne A. Almaraz, California State Polytechnic U.

Discussants: Gerard Farias, Loyola U., Chicago; Flavio Vasconcelos, EAESP-FGV, Sao Paulo, Brazil

Tuesday 10:30AM

762. Paper Session: Beyond Linear Change Logics: Theorizing Challenges and Opportunities
- 10:30-11:50 Royal York: Library
  Chair: Henrik Holt Larsen, U. of Copenhagen

Reframing Change in Organizations: The Equilibrium Logic and Beyond, Georg Schreyögg, Freie U. Berlin; Christian Noss, Freie U. Berlin

Winner of ODC Division Best Paper
Published in Conference Proceedings

- Postdichotomous Realities in the Experience of Change Management, Nic Beech, U. of Strathclyde; George Cairns, U. of Strathclyde
- Organizational Adaptation in Transitional Economies: The Challenge of Cognitive and Behavioral Change, Michael D. Lord, Wake Forest U.; Ivan P. Cimbalov, Volga Region Personnel Training Centre
- Is Time Money? The Spirit, Theory, Practice, and Effects of Timely Action, William Torbert, Boston College
  Discussants: Alfonso Montuori, California Institute of Integral Studies; Peter Reason, U. of Bath

283. SIT: Facilitating Organizational Learning
- 10:30-11:50 Sheraton Centre: Windsor East

Tuesday 2:00PM

763. Theme: Learning From the Times: A Large-Group Dialogue with Past ODC Division Chairs
- 2:00-3:20 Royal York: Library
  Join in a large-group dialogue with past Division Chairs as we reflect on the past, analyze the present and envision the future of Organizational Development and Change.
  Facilitators: Phillip H. Mirvis, Independent Consultant; Kurt Motamedi, Pepperdine U.; George Roth, Massachusetts Institute of Technology/Society for Organizational Learning
  Organizer: Ronald E. Purser, San Francisco State U.

Tuesday 3:40PM

764. Division: Distinguished Speakers: William Torbert, Boston College and Pat Canavan, Motorola
- 3:40-5:20 Royal York: Library
  Two Roads Diverged in a Yellow Road... after working together in the Yale PhD program and at SMU, Bill Torbert took the academic road toward Harvard, Boston College, and Developmental Action Inquiry, while Pat Canavan took the practitioner road to the senior vice-presidency at Motorola. Yet they remained friends and claim they do the same thing. How can that be? Come and see.
  Keynote Speakers: William Torbert, Boston College; Pat Canavan, Motorola

Tuesday 5:30PM

765. Meeting: ODC Business Meeting and Awards Ceremony
- 5:30-6:30 Royal York: Library
  Division Chair: A.B. (Rami) Shani, California Polytechnic State U., San Luis Obispo
  Program Chair: Ronald E. Purser, San Francisco State U.

Tuesday 6:30PM

766. ODC Social Hour
- 6:30-8:30 Royal York: Library
  Chair: A.B. (Rami) Shani, California Polytechnic State U., San Luis Obispo

Wednesday 8:00AM

767. Continental Breakfast
- 8:00-8:30 Royal York: Library
  Chair: A.B. (Rami) Shani, California Polytechnic State U., San Luis Obispo

Wednesday 8:30AM

- 8:30-10:20 Royal York: Library
  International policy makers and action researchers share their findings on innovative forms of work organization
  Exploring the Concept of Sustainable Work Systems, Jan Forslin, Royal Institute of Technology, Stockholm
  Sustainable Work Systems in Research and Development, Manfred Molaaschi, Technische U.
  Sustainable Work Systems in Production, Tomas Backström, National Institute for Working Life
  Sustainable Work Systems in Service, Peter Docherty, National Institute for Working Life
  Sustainable Work Systems: Design Principles, Michael W. Stubbins, California Polytechnic State U., San Luis Obispo

- 8:30-10:20 Royal York: Concert Hall

251. JS/(HR, OB, ODC) Employment Relationships, Culture, and Work Modes Within the Strategic Human Resource Architecture
- 8:30-10:20 Sheraton Centre: Civic Ballroom

290. SIT: Shared Cognition and Sensemaking
- 8:30-10:20 Royal York: Saskatchewan

Wednesday 10:40AM

769. Paper Session: Developing Change Capabilities: Models and Recommendations
- 10:40-12:00 Royal York: Library
  Chair: Joanne C. Preston, Pepperdine U.
  Developing Managerial Capabilities for Organizational Change, Christopher M. Lucarelli, Rensselaer Polytechnic Institute; Lois S. Peters, Rensselaer Polytechnic Institute
  Toward a Model of Individual Resistance to Change, Jose Mauro C. Hernandez, EAESP-FGV, Fundação Getúlio Vargas; Miguel P. Caldas, EAESP-FGV, Sao Paulo, Brazil

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6 B155
Predicting Organizational Change Success: Matching Organization Type, Change Type and Capabilities, Robert Walders, Queensland U. of Technology; Andrew Brent Griffiths, Queensland U. of Technology; Jessica Lai, Queensland U. of Technology


Discussants: Asya Pazy, Tel-Aviv U.; Therese F. Yaeger, Benedictine U.

204. SHCS:(HCM, ODC, OMT) Comparative Practices and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems
- 10:40-12:00 Royal York: Concert Hall

Wednesday 12:20PM

- 12:20-2:10 Royal York: Territories
This symposium has been designed for those interested in challenging traditional concepts of time/space, and investigating the potential role of improvisation in organisations.
Chair: Claudio Ciborra, U. of Bologna, Italy

Improvisation and a New Notion of Time, Claudio Ciborra, U. of Bologna, Italy

Time-Space and Temporality-Place in Structuration Meta-Theory: Revisions and New Times, Peter Anthony Clark, U. of Birmingham, UK

Illustrations of Irony from the Futures Industry: Managing Contemporaneously, Susan Valerie Scott, London School of Economics

Recovering Time in our Analyses of Globalization and Information Technology, Michael Barrett, U. of Alberta

Discussant: Wanda J. Orlikowski, Massachusetts Institute of Technology

262. JS:(ODC, OB, OMT) Conversations in Advancing Research on Organizational Change
- 12:20-2:10 Royal York: Ontario

Wednesday 1:00PM

771. Paper Session: Changing Organizational Design Configurations: Revisioning Theory and Practice
- 1:00-3:10 Royal York: Library
Chair: Harvey Kolodny, U. of Toronto

Then and Now: Effects of Two Decades of Structural Contingency Theory on Academic Medical Centers, Jean Livingston, Benedictine U.

Alignment as a Meta-Construct and the Role of ‘Fit’ in Organizational Research, Joan Ellen Mann, Old Dominion U.; Mukesh Rohatgi, Old Dominion U.

The Dynamics of Change in Law Firms: Transformation or Sedimentation?, Namrata Malhotra, Queensland U. of Technology

The Reincarnation of Hierarchy: An Examination of the Resilience of Organizational Hierarchy Under the Influence of Information Technology Innovation, Gavin Michael Schwarz, U. of Queensland, Australia; Arthur D. Shulman, U. of Queensland, Australia

Discussants: Frans van Eijnatten, Eindhoven U. of Technology; Don De Guerre, Concordia U.; Evelyn Dravekcy, U. of California, Los Angeles; Lisa A. Horvath, George Washington U.
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<thead>
<tr>
<th>Start Time</th>
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<th>Shared Program</th>
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<tbody>
<tr>
<td>1:00pm</td>
<td>30. SPDW: Global Management and the Science of Time</td>
<td>Off:Ontario Science Centre</td>
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<tr>
<td>1:00pm</td>
<td>31. SPDW: CMSW Doctoral Workshop</td>
<td>• SC:Norfolk</td>
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<td>1:00pm</td>
<td>32. SPDW: CMSW Junior Faculty Workshop</td>
<td>• SC:York</td>
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<td>33. SPDW: OMT/OB/ODC Doctoral Consortium</td>
<td>• SC:City Hall</td>
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<td>6:00pm</td>
<td>34. SPDW: OMT/OB Junior Faculty Consortium</td>
<td>• SC:Simcoe &amp; Dufferin</td>
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<td>6:00pm</td>
<td>35. SPDW: CMSW Reception for Arriving Critics</td>
<td>• SC:Conference Room B&amp;C</td>
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<td>7:30am</td>
<td>36. SPDW: CMSW Breakfast</td>
<td>• RY:Ontario</td>
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<td>37. SPDW: OMT/OB/ODC Doctoral Consortium</td>
<td>• RY:Canadian</td>
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<td>8:00am</td>
<td>38. SPDW: OMT/OB Junior Faculty Consortium</td>
<td>• SC:City Hall</td>
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<td>8:00am</td>
<td>39. SPDW: CMSW: What’s Critical?</td>
<td>• RY:Ontario</td>
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<td>8:30am</td>
<td>40. SPDW: Teaching OB with Technology</td>
<td>Off:Ryerson Polytechnic U.</td>
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<td>10:00am</td>
<td>41. SPDW: CMSW: Practice/Activity Theory</td>
<td>• RY:Ontario</td>
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<td>2:30pm</td>
<td>42. SPDW: CMSW: Teaching Critically</td>
<td>• RY:Tudor 7</td>
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<td>3:00pm</td>
<td>43. SPDW: CMSW: Critical Perspectives on Strategy</td>
<td>• RY:Tudor 7</td>
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<td>5:30pm</td>
<td>44. SPDW: CMSW Reception and Roundtables</td>
<td>• RY:Ballroom</td>
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<td>6:00pm</td>
<td>45. SPDW: All Doctoral Students Reception</td>
<td>• RY:Upper Canada</td>
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<td>7:30am</td>
<td>46. SPDW: CMSW: Social Time</td>
<td>• RY:Ballroom</td>
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<td>7:00am</td>
<td>47. SPDW: CMSW Organizational Meeting and Breakfast</td>
<td>• RY:Ballroom</td>
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<td>8:00am</td>
<td>48. SPDW: OMT/OB/ODC Doctoral Consortium</td>
<td>• RY:Canadian</td>
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<td>8:00am</td>
<td>49. SPDW: CMSW: Critical Research in the Management Journals</td>
<td>• RY:Ballroom</td>
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<td>8:00am</td>
<td>50. SPDW: CMSW: Gender, Work, and Employment in Academia</td>
<td>• RY:British Columbia</td>
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<td>3:00pm</td>
<td>51. SPDW: CMSW Critical Perspectives on Strategy</td>
<td>• RY:Tudor 7</td>
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<td>52. SPDW: CMSW Critical Perspectives on Strategy</td>
<td>• RY:Tudor 7</td>
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<td>53. SPDW: CMSW Critical Perspectives on Strategy</td>
<td>• RY:Tudor 7</td>
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<td>54. SPDW: CMSW Critical Perspectives on Strategy</td>
<td>• RY:Tudor 7</td>
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<td>8:30am</td>
<td>55. SPDW: Collaboration in Research and Teaching</td>
<td>• SC:Ballroom Centre</td>
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<td>9:00am</td>
<td>56. SPDW: OMT/OB Junior Faculty Consortium</td>
<td>• SC:City Hall</td>
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<td>9:00am</td>
<td>57. SPDW: Organizational Research and Methods</td>
<td>• RY:Ontario</td>
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<td>10:30am</td>
<td>58. SPDW: CMSW Plenary Speaker</td>
<td>Doug Henwood</td>
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<td>8:30am</td>
<td>59. SPDW: Speeding Up Work: The Impact of Time</td>
<td>• SC:Conference Room B&amp;C</td>
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<td>9:00am</td>
<td>60. It's Fair?</td>
<td>• SC:Conference Room G</td>
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<td>9:00am</td>
<td>61. Cross-Cultural Differences</td>
<td>• SC:Conference Room F</td>
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<td>10:40am</td>
<td>62. Leadership and Personal Characteristics</td>
<td>• SC:Conference Room F</td>
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<tr>
<td>10:40am</td>
<td>63. Retention and Turnover</td>
<td>• SC:Conference Room G</td>
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<tr>
<td>12:20pm</td>
<td>64. SHCS: Organizational Justice Research</td>
<td>• SC:Ballroom Centre</td>
</tr>
<tr>
<td>12:20pm</td>
<td>65. JS: HRM and Performance</td>
<td>• SC:Civic Ballroom</td>
</tr>
<tr>
<td>12:20pm</td>
<td>66. JS: Pace in Org'l Interfaces</td>
<td>• RY:Conference 3</td>
</tr>
<tr>
<td>12:20pm</td>
<td>67. JS: Ethics and Integrity</td>
<td>• SC:Windsor East</td>
</tr>
<tr>
<td>12:20pm</td>
<td>68. IP: Cognition and its Effects</td>
<td>• RY:Canadian 12</td>
</tr>
<tr>
<td>12:50pm</td>
<td>69. SHCS: Multilevel Research Methodology</td>
<td>• SC:Ballroom Centre</td>
</tr>
<tr>
<td>2:30pm</td>
<td>70. The Measurement of Psych Contracts</td>
<td>• SC:Conference Room B&amp;C</td>
</tr>
<tr>
<td>2:30pm</td>
<td>71. Mood and Emotion</td>
<td>• SC:Conference Room G</td>
</tr>
<tr>
<td>4:10pm</td>
<td>72. Social Aspects of Work</td>
<td>• SC:Conference Room F</td>
</tr>
<tr>
<td>4:10pm</td>
<td>73. Celebrating 30 Years of the OB Division</td>
<td>• SC:Conference Room B&amp;C</td>
</tr>
<tr>
<td>4:10pm</td>
<td>74. Perspectives on OCBs</td>
<td>• SC:Conference Room G</td>
</tr>
<tr>
<td>5:30pm</td>
<td>75. OB Division Business Meeting</td>
<td>• SC:Conference Room F</td>
</tr>
<tr>
<td>5:30pm</td>
<td>76. It's OB Time!</td>
<td>• SC:Conference Room B&amp;C</td>
</tr>
<tr>
<td>8:30am</td>
<td>77. SHCS: Biological Bases for Behavior</td>
<td>• RY:Quebec</td>
</tr>
<tr>
<td>8:30am</td>
<td>78. SHCS: Conflict in Diverse Work Groups</td>
<td>• RY:Alberta</td>
</tr>
<tr>
<td>8:30am</td>
<td>79. SHCS: Views of Knowledge Work</td>
<td>• SC:Civic Ballroom</td>
</tr>
<tr>
<td>8:30am</td>
<td>80. SHCS: Group Transactive Memory: Measurement</td>
<td>• SC:Dominion Ballroom N</td>
</tr>
</tbody>
</table>
Friday 1:00PM

   • 1:00 - 8:00 Off Site: Ontario Science Centre

81. CMSW Doctoral Workshop
   • 1:00 - 6:00 Sheraton Centre: Norfolk

Friday 3:00PM

82. CMSW Junior Faculty Workshop
   • 3:00 - 6:00 Sheraton Centre: York

Friday 6:00PM

83. OMT/ODC Doctoral Consortium -- Friday Welcome Session
   • 6:00 - 8:00 Sheraton Centre: City Hall

84. OMT/ODC Junior Faculty Consortium
   • 6:00 - 9:00 Sheraton Centre: Simcoe & Dufferin

85. CMSW Reception for Arriving Critics
   • 6:00 - 9:00 Sheraton Centre: Conference Room B&C

Saturday 7:30AM

86. CMSW Breakfast
Management Journals: Problems and Prospects and Breakfast Paper Roundtables

Management Studies Workshop: Interpretive Methods for Critical Management Studies

• 2:30- 5:30 Royal York: Ontario

CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom

• 10:00- 1:00 Royal York: Tudor 7

Saturday 2:30PM

CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies

• 2:30- 5:30 Royal York: Ontario

Saturday 3:00PM

CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy

• 2:30- 5:30 Royal York: Tudor 7

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

Organizational Behavior OB

E. Tetrick, U. of Houston

U. of Texas, Arlington; Carlla S. Smith, Bowling Green State U.; Lois Institute for Occupational Safety and Health; James Campbell Quick, Panel: Tetrick, U. of Houston

ODC, ONE, PNP, RM, SIM, TIM)

Organizational Research and Methods for Studying Them

The Same: A Workshop on Temporal Questions in Collaboration in Research and Teaching

All Doctoral Students Reception

Saturday   7:30PM

Saturday  6:00PM

All Doctoral Students Reception

Saturday   5:30PM

CMSW Reception and Refereed Paper Roundtables

• 5:30- 7:30 Royal York: Ballroom

Sunday  6:00PM

All Doctoral Students Reception

Saturday   7:30PM

CMSW Social Time

• 7:30- 8:30 Royal York: Ballroom

Sunday  7:00AM

CMSW Organizational Meeting and Breakfast

• 7:00- 8:00 Royal York: Ballroom

Sunday  8:00AM

OMT/OB/ODC Doctoral Consortium -- Sunday Session

• 8:00- 12:00 Royal York: Canadian

OMT/OB/ODC Doctoral Consortium

• 8:00- 10:30 Royal York: Ballroom

Sunday  8:30AM

OMT/OB Junior Faculty Consortium

• 8:30- 12:00 Sheraton Centre: City Hall

Sunday 10:30AM

OMT/OB Junior Faculty Consortium

• 8:30- 12:00 Royal York: British Columbia

Monday  8:30AM

Symposium: Speeding Up Work: The Impact of Time Pressure and Timing on Work Group Effectiveness

• 8:30- 10:20 Sheraton Centre: Conference Room B&C

Stand-Up Meetings and the Quest for Speed, Allen C. Bluedorn, U. of Missouri, Columbia

Towards a Model of Self-Regulation of Timely Performance in Work Groups, Christel G. Rutte, Eindhoven U. of Technology

Time and Work Groups: Group Development, Time Management, and Group Effectiveness, Artemis Chang, Queensland U. of Technology; Prashant Bordia, U. of Queensland, Australia; Julie Duck, U. of Queensland, Australia

Adaptive Behavior and Shared Cognition Effects on Control Crew Performance, Mary J. Waller, U. of Illinois, Urbana-Champaign

Discussant: Christel G. Rutte, Eindhoven U. of Technology

Virtual Teams: A New Team Form for the New Century? A Multi-disciplinary Scholar-Practitioner Debate Exploring How Different Virtual Teams are From Traditional Teams

• 8:30- 10:20 Sheraton Centre: Dominion Ballroom N

Winner of OB Division Most Innovative Session

Predicting with Personality

• 8:30- 10:20 Royal York: New Brunswick

Diversity and Identity in Teams

• 8:30- 10:20 Sheraton Centre: Windsor West

The Power of Time

• 8:30- 10:20 Sheraton Centre: Windsor East
774. Paper Session: Is it Fair? How These Judgments are Formed and Their Implications for Organizations
- 9:00-10:20 Sheraton Centre: Conference Room G
Chair: Nancy P. Rothbard, Northwestern U.
The Role of Distributive and Interactional Justice in Predicting Customer Recommendations: Evidence from the High Seas, Morgan Milner, Michigan State U.; Donald E. Conlon, Michigan State U.; Linn Van Dyne, Michigan State U.
Action or Opportunity: A Further Examination of Voice Effects, Derek R. Avery, Rice U.; Miguel A. Quinones, Rice U.
Two Images of Workplace Sabotage: Hot and Cold Deviance, Mark A. Seabright, Western Oregon U.; Marshall J. Schminke, U. of Central Florida
Two Moderators of the Compensatory Effect of Justice: Prior Relationship and Prior Organizational Commitment, Jessica Yuk-Yee Kwong, Chinese U. of Hong Kong; Kwok Leung, City U. of Hong Kong
Discussant: Daniel P. Skarlicki, U. of British Columbia

775. Paper Session: Effects of Cross-Cultural Differences in Values and Work Styles
- 9:00-10:20 Sheraton Centre: Conference Room F
Chair: Herman Aguinis, U. of Colorado, Denver
Cronyism and its Antecedents, Naresh Khatri, Nanyang Technological U.; Ai Geok Tjeng, Nanyang Technological U.; Ya Wen Cheng, Nanyang Technological U.; Wan Fuei Lee, Nanyang Technological U.
Cross-Cultural Code Switching, Andrew Molinsky, U. of Southern California
Cultural Schemas for Relational Sensitivity in the Workplace: A Test of Weber's Theory on Ascetic Protestantism, Jeffrey Sanchez-Burks, U. of Southern California
Cultural Work Styles, Relational Schemata and Prejudice Against Outgroups, Jeffrey Sanchez-Burks, U. of Southern California; Richard Nisbett, U. of Michigan; Oscar Ybarra, U. of Michigan
Published in Conference Proceedings
Dynamics of Homophily and Culture in the Multinational Workplace, Mooweon Rhee, Stanford U.
Discussant: Mary Zalesny, Battelle

- 10:40-12:00 Sheraton Centre: Conference Room F
Chair: John M. Maslyn, Vanderbilt U.
How do Flexible Leaders Avoid the Image of Having No Backbone?: An Examination of the Role of Integrity, Robert Hooijberg, Rutgers U.; Jaepli Choi, Rutgers U.
Emergent Leadership in Small Groups: The Role of Self-efficacy, Shane Spiller, U. of Montevallo; Steven L. Woodruff, Athens State U.
Images in Words: Presidential Rhetoric, Charisma, and Greatness, Cynthia G. Emrich, Purdue U.; Holly H. Brower, Purdue U.; Jack M. Feldman, Georgia Institute of Technology; Howard Garland, U. of Delaware

777. Paper Session: Retention and Turnover: Causes of Attachment in Organizations
- 10:40-12:00 Sheraton Centre: Conference Room G
Chair: Kenneth Thompson, DePaul U.
Job Transfer Within a Downsizing Context: A Comparison of Promotion and Lateral Job Changers, Marjorie A. Armstrong-Stassen, U. of Windsor
Injecting Specific Factors Underlying Turnover, James D. Westaby, Columbia U.; Barbara Feinberg, Columbia U.; John Perez, Columbia U.
The Effects of Breach and Violation of Psychological Contracts: An Empirical Investigation, Anne Bourhis, HEC Montreal; Alain Gosselin, HEC Montreal; Marie-Josee Guilbault, Boutiques Jacob Inc.
Discussant: Herbert G. Hemenan III, U. of Wisconsin

778. Symposium: Dissecting Trust - Empirical Insights and Methodological Advances
- 12:20-2:10 Sheraton Centre: Conference Room B&C
Chair: Bill McEvily, Carnegie Mellon U.
Virtual Swift Trust: Behavioral Effects in Nationally Heterogeneous Dyadic Teams, John Burrows, Tulane U.; Robert Folger, Tulane U.
Trust, Leadership, and Team Performance: Evidence from NCAA Basketball, Kurt T. Dirks, Simon Fraser U.
### Floor Plans:
- Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

### Session Schedule

<table>
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<tr>
<th>Session</th>
<th>Topic</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>779.</td>
<td>Paper Session: Leader-Member Exchange (LMX): Extensions and Elaborations</td>
<td>12:20-2:10</td>
<td>Sheraton Centre: Conference Room G</td>
</tr>
<tr>
<td>780.</td>
<td>Symposium: The Measurement of Psychological Contracts: Research Experiences and Recommendations</td>
<td>2:30-3:50</td>
<td>Sheraton Centre: Conference Room B&amp;C</td>
</tr>
<tr>
<td>781.</td>
<td>Paper Session: How Are We Feeling? Mood and Emotion at Work</td>
<td>2:30-3:50</td>
<td>Sheraton Centre: Conference Room G</td>
</tr>
<tr>
<td>782.</td>
<td>Paper Session: Social Aspects of Work: Socialization, Networks and Interpersonal Relationships</td>
<td>2:30-3:50</td>
<td>Sheraton Centre: Conference Room F</td>
</tr>
<tr>
<td>783.</td>
<td>Division: Celebrating 30 Years of the OB Division: It’s About Time</td>
<td>4:10-5:20</td>
<td>Sheraton Centre: Conference Room B&amp;C</td>
</tr>
<tr>
<td>784.</td>
<td>Paper Session: Going the Extra Mile: Perspectives on OCBs and Prosocial Behavior</td>
<td>4:10-5:20</td>
<td>Sheraton Centre: Conference Room G</td>
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</table>

### Keynote Speakers:
- Gary Blau, Temple U.
- Anson Seers, Virginia Commonwealth U.
- Diane D. Fisher, Bond U.; Christopher S. Noble, Bond U.
- Raymond T. Sparrowe, Cleveland State U.
- Dora C. Lau, U. of British Columbia
- Elizabeth Wolfe Morrison, New York U.

### Discussants:
- Tom Tyler, New York U.
- Annette Joseph, Virginia Commonwealth U.
- Dwight D. Frink, U. of Mississippi
- Dora C. Lau, U. of British Columbia

### Abstracts:

- **Leader-Member Exchange (LMX):** Identification of Dyadic Relational Styles and their Association with Key Attitudes and Behaviors. Mary Uhl-Bien, U. of Central Florida; John M. Maslyn, Vanderbilt U. Published in Conference Proceedings
- **Antecedents, Outcomes and Mediating Role of Psychological Empowerment:** Samuel Aryee, Hong Kong Baptist U.; Zhen Xiong Chen, Hong Kong Baptist U.
- **Member-Member Exchange:** Relationships between Co-workers. LMX and Work Attitudes. Kate Sherony, Purdue U.; Stephen G. Green, Purdue U.
- **Cognition and its Effects in Organizations:** 12:20-2:10 Royal York: Canadian 12
- **A Timely Look at Multilevel Research Methodology:** Taking Stock of Where We Are and Perspectives on Where We Need to Go. 12:50-2:10 Sheraton Centre: Ballroom Centre
- **The Measurement of Psychological Contracts:** Research Experiences and Recommendations. 2:30-3:50 Sheraton Centre: Conference Room B&C
- **How Are We Feeling? Mood and Emotion at Work:** 2:30-3:50 Sheraton Centre: Conference Room G
- **Going the Extra Mile:** Perspectives on OCBs and Prosocial Behavior. 4:10-5:20 Sheraton Centre: Conference Room G

### Other Information:
- **Chair:** J. C. Wofford, U. of Texas, Arlington
- **Discussant:** Tom Tyler, New York U.
- **Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Putting a Good Face on Impression Management: Team Citizenship and Satisfaction, Nhun T. Nguyen, Virginia Commonwealth U.; Anson Seers, Virginia Commonwealth U.

Organizational Citizenship Behavior in the People's Republic of China, Jing-Lih Larry Farh, Hong Kong U. of Science and Technology; Cheno-Bz Zhong, Hong Kong U. of Science and Technology; Dennis W. Organ, Indiana U. Published in Conference Proceedings

We're in This Together: Interdependence and Social Identity as Predictors of Pro-Social Behavior and Self-Esteem in Organizations, Kent D. Fairfield, Columbia U.; Harvey Hornstein, Columbia U.

Discussion: Rob Moorman, Creighton U.

190. SHCS:\{CM, OB, SIM\} Ethics in Conflict and Negotiation
• 4:10 - 6:00 Sheraton Centre: Ballroom Centre

226. JS:\{IM, OB\} Social Capital and its Buzzwords, Bandwagons, and Boundaries: Critique and Theory Development from Multidisciplinary and Multinational Perspectives
• 4:10 - 5:20 Hilton: McDonald

227. JS:\{GDO, CM, OB\} The Enduring Effects of Demographics: Investigations of Hierarchy, Expertise, Conflict, and Performance in Work Groups
• 4:10 - 5:20 Royal York: Alberta

276. SIT: Why Work-Family Conflict?
• 4:10 - 5:30 Sheraton Centre: Windsor West

277. SIT: Leadership: History, Culture and Information
• 4:10 - 5:30 Royal York: New Brunswick

Monday 5:30PM

785. Meeting: OB Division Business Meeting
• 5:30 - 6:45 Sheraton Centre: Conference Room F
Come join us and congratulate the OB Division's award winners.
Chair: Ruth Kanfer, Georgia State U.

Monday 6:45PM

786. OB Division Social Hour
• 6:45 - 8:00 Sheraton Centre: Conference Room B&C
Come join us and socialize
Chair: Sandra L. Robinson, U. of British Columbia

Tuesday 8:30AM

192. SHCS:\{MOC, OMT, OB\} Biological Bases for Behavior in Organizations: Human Evolution and its Implications for Organization Theory and Management Practice
• 8:30 - 10:10 Royal York: Quebec

231. JS:\{GDO, CM, OB\} Exploring the Conflict Dynamics of Faultline Structures in Diverse Work Groups
• 8:30 - 10:10 Royal York: Alberta

232. JS:\{OMT, OB\} Grounded Views of Knowledge Work
• 8:30 - 10:10 Sheraton Centre: Civic Ballroom

233. JS:\{MOC, OB, HR\} Investigating Group Transactive Memory in Field Settings: Empirical Examinations and Measurement Approaches
• 8:30 - 10:10 Sheraton Centre: Dominion Ballroom N

Tuesday 8:50AM

787. Symposium: Where Have All the Actors Gone?
Using Micro Theory to Explain Macro Behavior
• 8:50 - 10:10 Sheraton Centre: Conference Room B&C

Organizational Investment Decisions: Learning Through Performance Feedback or Slack-Based Search?, Henrich R. Greve, U. of Tsukuba


Cognitive Rationing: Informational Influences on Change Recognition and Risk Taking by Financial Analysts, Alva Taylor, Dartmouth College; Michael Clement, U. of Texas, Austin

Constrained, But by What? The Influence of Personality on the Network Structures of Managers, Paul Ingram, Columbia U.; Ray Reagans, Carnegie Mellon U.

Discussion: William Ocasio, Northwestern U.

788. Paper Session: Building Trust: Leadership, Integrity, and Accountability
• 8:50 - 10:10 Sheraton Centre: Conference Room G
Chair: Stacy E. McManus, U. of Tennessee

The Moderating Effects of the Leader-Follower Relationship on the Relationship Between Perception of Transformational Leadership Behavior and Follower Performance and Organizational Citizenship Behavior, J. Lee Whittington, Texas Wesleyan U.; J. C. Wofford, U. of Texas, Arlington; Vicki L. Goodwin, U. of North Texas

The Effects of Trust in Leadership on Employee Performance, Behavior, and Attitudes: A Meta-analysis, Kurt T. Dirks, Simon Fraser U.; Donald L. Ferrin, State U. of New York, Buffalo

Published in Conference Proceedings

The Sequential Impact of Behavioral Integrity on Trust, Commitment, Discretionary Service Behavior, Customer Satisfaction, and Profitability, Tony L. Simons, Cornell U.; Judi McLean Parks, Washington U.

Relationships Between Accountability, Job Satisfaction, and Trust, Peg Thoms, Pennsylvania State U.; Erie; Jennifer J. Dose, U. of Minnesota, Morris; Kimberly S. Scott, Hewitt Associates, LLC

The Building Blocks of Trust: The Role of Transformational Leadership and Shared Values in Predicting Team Members' Trust in Their Leaders, Nicole Anne Gillespie, U. of Melbourne; Leon Mann, U. of Melbourne

Discussion: Ellen M. Whitener, U. of Virginia

Tuesday 10:30AM

789. Paper Session: Personality and Context as Causes of Creative Behavior
• 10:30 - 11:50 Sheraton Centre: Conference Room B&C
Chair: David Palmer, U. of Nebraska, Kearney

The Time of Creativity: Towards a Typological Framework, Charalampos Mainemelis, Case Western Reserve U.

Individual, Job, and Contextual Factors: Effects on Creative Performance and Work-Related Affective Outcomes, Christina E. Shalley, Georgia Institute of Technology; Judy L. Gilson, Georgia Institute of Technology

When Openness to Experience and Conscientiousness Are Related to Creativity in the Workplace: An Interactional Approach, Jennifer M. George, Rice U.; Jing Zhou, Texas A&M U.
Influence of Hispanic Culture on Organizational Culture

Paper Session: The Self in Organizations: Self-Love, Efficacy, Esteem and Awareness
- 10:30-11:50 Sheraton Centre: Conference Room G
  - Chair: Talya N. Bauer, Portland State U.
  - Validation of a New General Self-Efficacy Scale, Gilad Chen, George Mason U.; Stanley M. Gully, Rutgers U., Livingston; Dov Eden, Tel-Aviv U.
  - Self-Awareness, Rating Congruence, and Managerial Performance: A Theoretical and Methodological Reconceptualization, Aaron Desmet, Columbia U.; Annette Flippen, New York U.
  - General Self-Efficacy and Self-Esteem Are Distinguishable Constructs, Gilad Chen, George Mason U.; Stanley M. Gully, Rutgers U., Livingston; Dov Eden, Tel-Aviv U.
  - Creative Self-Efficacy: Its Potential Antecedents and Relationship to Creative Performance, Pamela Tierney, Portland State U.; Steven M. Farmer, Wichita State U.
  - Discussant: Angelo DeNisi, Texas A&M U.

Paper Session: The Multiple Facets of Motivation: Goals, Flow, Accountability and Emotion
- 2:00-3:20 Sheraton Centre: Conference Room F
  - Chair: James D. Westaby, Columbia U.
  - The Role of Emotion in Motivation: Emotion and Postgraduate Job Search Behavior, Myeong-Gu Seo, Boston College
  - Effects of Accountability to Group Members and Outcome Interdependence on Task and Interpersonal Contextual Performance, Amy L. Brownlee, Southern Methodist U.; Stephan J. Motowidlo, U. of Florida
  - How Control Theory Accounts for Goal-Setting: An Empirical Investigation, Jeffrey B. Vancouver, Ohio U.; Dan J. Putka, Ohio U.; Charles A. Scherbaum, Ohio U.
  - Towards an Interactionist Theory of Group Level Feedback, Todd Dewett, Texas A&M U.
  - Discussant: Denise Daniels, Seattle Pacific U.

Paper Session: Team Outcomes: Group Factors that Help Teams Perform Better
- 2:00-3:20 Sheraton Centre: Conference Room G
  - Chair: Cynthia Lee, Northeastern U.
  - Published in Conference Proceedings
  - The Effects of Task Design and Team Processes on University-Based Entrepreneurial Team Performance, Maw- Der Foo, National U. of Singapore
  - Putting the Network into Teamwork, David Lazer, Harvard U.; Nancy Katz, Harvard U.
  - The Role of Stress and Coping as Teams Evolve: An Integrative Model of Group Development, Christine L. Scheck, National-Louis U.; Angelo J. Kinicki, Arizona State U.
  - Discussant: Robert J. Vandenberg, U. of Georgia

- 2:00-3:20 Royal York: Alberta
  - Social Capital in Organizations: Examining Individual and Communal Models, Jeffrey B. Vancouver, Ohio U.; Dan J. Putka, Ohio U.; Charles A. Scherbaum, Ohio U.

Paper Session: Legitimating Ambivalence and Ambiguity
- 2:00-3:20 Royal York: New Brunswick
## OB: Organizational Behavior

### Tuesday 3:40PM

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<th>Session</th>
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<tr>
<td>794</td>
<td>Paper Session: Who We Are at Work: Personality</td>
<td>3:40- 5:00 Sheraton Centre: Conference Room G</td>
<td>Bruce Meglino, U. of South Carolina</td>
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<tr>
<td>795</td>
<td>Paper Session: Cognitive Processes in Groups: Shared Cognitions, Mental Models and Transactive Memory</td>
<td>3:40- 5:00 Sheraton Centre: Conference Room B&amp;C</td>
<td>Linn Van Dyne, Michigan State U.</td>
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### Wednesday 8:30AM

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<th>Symposium</th>
<th>Title</th>
<th>Location</th>
<th>Chair(s)</th>
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<tr>
<td>796</td>
<td>Symposium: Follower Perceptions of Leaders: The Joint Effects of Follower Characteristics, Social Networks, and Contextual Factors.</td>
<td>8:30- 10:20 Sheraton Centre: Conference Room B&amp;C</td>
<td>Joyce E. Bono, U. of Iowa</td>
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### Wednesday 9:00AM

<table>
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<tr>
<th>Paper Session</th>
<th>Title</th>
<th>Location</th>
<th>Chair(s)</th>
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</table>
| 797 | Paper Sessions: Commitment: Causes and Consequences of Emotional Bonds to the Organization | 3:40- 5:20 Royal York: Quebec | }
9:00-10:20 Sheraton Centre: Conference Room F
Chair: Joan Brett, Arizona State U.

3. Calibrating Commitment: Time to Stop Counting the Hours?, Val Singh, Cranfield U.


Employee Commitment to the Organization: The Role of Perceived Organizational Support, Linda Rhoades, U. of Delaware; Robert Eisenberger, U. of Delaware; Stephen Armeli, U. of Connecticut

Sunk Cost Effects: The Escalation and De-escalation of Commitment, Michael A. Roberto, Harvard U.


798. Paper Session: New Technologies for Monitoring, Telecommuting and Audio Conferencing
Chair: Valerie I. Sessa, Center for Creative Leadership

A Model of Telecommuting Withdrawal: Employee Perceptions Predicting the Reduction or Stopping of Telework, Steven Mark Fireman, U. of Washington

The Impact of Computer Monitoring and Negative Affectivity on Task Performance and Satisfaction, Elizabeth A. Douthitt, Rutgers U.; John R. Aiello, Rutgers U. Published in Conference Proceedings

6. The Psychosocial Impact of Telework: A Theoretical and Research Framework, David A. Lamond, Macquarie U.; Peter Standen, Edith Cowan U.; Kevin Daniels, U. of Sheffield, UK

7. Using the Stepladder Technique to Facilitate the Performance of Audioconferencing Groups, Steven Gary Rogelberg, Bowling Green State U.; Matthew Steven O’Connor, Xavier U.; Matthew Sederburg, Bowling Green State U.


Wednesday 10:40AM

799. Paper Session: Team Composition: Heterogeneity and Fit and Team Outcomes
Chair: Elizabeth Ravlin, U. of South Carolina

Managing Diversity of Skill Levels Within a Team: The Perils of Treating Everyone on the Team as Equal, When Some are More Equal than Others, Nancy Katz, Harvard U.

It’s All In the Mix: A Closer Look at Familiarity in Mixed Groups, Tracey L. Rockett, U. of Texas, Dallas

The Effect of Team Composition on Team Performance: The Role of Personality and Team Orientation, Susan Mohammed, Pennsylvania State U.; Linda C. Angell, Pennsylvania State U.; Erika L. Ringseis, U. of Calgary

Do You Really Know Me? The Implications of Identity Fit for Diverse Workteams, Sherry Malie Bushnell Thatcher, U. of Arizona


201. SHCS (IM, GDO, OB) Managing Multicultural Organizations: A Meeting of the Minds
Chair: Richard J. Klimoski, George Mason U.

Chair: Richard J. Klimoski, George Mason U.

295. SIT: Types of Efficacy and their Effects
Chair: Richard J. Klimoski, George Mason U.

296. SIT: Identification and Identity
Chair: Richard J. Klimoski, George Mason U.

Wednesday 12:20PM

800. Symposium: Client-Service Coproduction Relationships: Implications for Service Organization Success
Chair: Richard J. Klimoski, George Mason U.

Effects of Service Delivery Mode and Mechanism on Customers’ Perceptions in Co-Production, Markus Groth, U. of Arizona; Barbara A. Gutek, U. of Arizona; Bambi M. Douma, U. of Arizona

Inter-Organizational Teams: Predictions from an Intergroup Perspective, Catherine Durnell Cranton, George Mason U.

Project Managers as Client Relationship Managers: Implications for Client Loyalty, Sheila Simsarian Webber, George Mason U.

Developing High-Performance Customers as a Source of Sustainable Competitive Advantage, David E. Bowen, Thunderbird Discussant: Cynthia A. Lengnick-Hall, Wichita State U.

262. JS (ODC, OB, OMT) Conversations in Advancing Research on Organizational Change
Chair: Elizabeth Ravlin, U. of South Carolina

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Organizational Communication and Information Systems

Program Chair: Mark Keil, Georgia State U.
Professional Development Workshop Chair: V. Sambamurthy, U. of Maryland

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<tr>
<th>Time</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>Sat</td>
<td>8:30am SPDW: OCIS/TIM Junior Faculty Consortium</td>
<td>94. SPDW: OCIS/TIM Junior Faculty Consortium</td>
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<td></td>
<td>8:30- 5:00 Sheraton Centre: Carleton</td>
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<tr>
<td>Sat</td>
<td>6:00pm OCIS Reception • H:Jackson</td>
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<td></td>
<td>Host: V. Sambamurthy, U. of Maryland</td>
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<tr>
<td>Sun</td>
<td>8:00am SPDW: BPS, OCIS E-Business Opportunities: Implications for Strategy, Policy,</td>
<td>121. SPDW: Strategic E-Business Opportunities • H:McDonald</td>
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<td>and Change Management</td>
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<td>8:00- 10:00 Hilton: McDonald</td>
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<td>Sun</td>
<td>10:30am SPDW: BPS, OCIS E-Business Challenges: Insights from Practice</td>
<td>133. SPDW: Practical E-Business Opportunities • H:McDonald</td>
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<td>10:30- 12:00 Hilton: McDonald</td>
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<tr>
<td>Mon</td>
<td>8:30am OCIS Division Welcome • RY:Confederation 5</td>
<td>268. SIT: The Power of Time • SC:Windsor East</td>
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<td>9:00am IT Management and Firm Performance • RY:Confederation 5</td>
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<td>10:40am Knowledge Management • RY:Confederation 5</td>
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<td>12:50pm Electronic Commerce • RY:Confederation 5</td>
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<td>2:30pm A New Time for Information Privacy • RY:Confederation 5</td>
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<td>4:10pm Bldg. the Value-Leveraging IT Function • RY:Confederation 5</td>
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<tr>
<td>Mon</td>
<td>8:30am SPDW: CMC and Decision-making • RY:Confederation 5</td>
<td>285. SIT: Electronic Media Effects • SC:Windsor West</td>
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<td>10:30am Virtual Teams • RY:Confederation 5</td>
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<td>2:00pm Understanding Virtual Work • RY:Confederation 5</td>
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<td>3:40pm Distinguished Speaker • RY:Confederation 5</td>
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<td>5:30pm OCIS Business Meeting • RY:Confederation 5</td>
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<td>6:30pm OCIS Social Hour • RY:Confederation 5</td>
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<tr>
<td>Wed</td>
<td>8:30am Strategic Consequences of IT Mgmt. • RY:Confederation 5</td>
<td>372P. Current Theoretical Trends in OCIS • RY:Canadian 5</td>
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<td>10:40am Role of the CIO • RY:Confederation 5</td>
<td>373P. New Empirical Directions in OCIS • RY:Canadian 6</td>
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</tbody>
</table>

Saturday 8:30AM

94. SPDW: (OCIS, TIM) OCIS/TIM Junior Faculty Consortium
- 8:30- 5:00 Sheraton Centre: Carleton

Saturday 6:00PM

801. OCIS Reception
- 6:00- 8:00 Hilton: Jackson
Host: V. Sambamurthy, U. of Maryland

Sunday 8:00AM

121. SPDW: BPS, OCIS E-Business Opportunities: Implications for Strategy, Policy, and Change Management
- 8:00- 10:00 Hilton: McDonald

Sunday 10:30AM

133. SPDW: BPS, OCIS E-Business Challenges: Insights from Practice
- 10:30- 12:00 Hilton: McDonald

Monday 8:30AM

802. OCIS Division Welcome
- 8:30- 9:00 Royal York: Confederation 5
Organizer: Mark Keil, Georgia State U.

268. SIT: The Power of Time
- 8:30- 10:20 Sheraton Centre: Windsor East

Monday 9:00AM

803. Paper Session: IT Management and Firm Performance

Monday 10:40AM

804. Paper Session: Knowledge Management
- 10:40- 12:00 Royal York: Confederation 5

Monday 12:50PM

805. Paper Session: Electronic Commerce and the Web
- 12:50- 2:10 Royal York: Confederation 5


- Aligning Business and Information Systems: The Importance of the Virtual Organization Structure, Yolande E. Chan, Queen's U.

Information Systems and Firm Performance: A Competency-based Perspective, Michael J. Zhang, Chinese U. of Hong Kong; Augustine A. Lado, Cleveland State U.
Discussant: T. Ravichandran, Rensselaer Polytechnic Institute

- Power and Control in Document-Driven Knowledge Management Systems, Peter H. Gray, Queen's U.
Discussant: Betty Vandenbosch, Case Western Reserve U.

- When Organizations are Perceived as Supportive
- 10:40- 12:00 Royal York: New Brunswick

- More Than An Answer: How Seeking Information Through People Facilitates Knowledge Creation and Use, Rob Cross, Boston U.

B166 Legend: ✎= theme, ✋= teaching, ✋= management practice, ✅= international, Other abbreviations p. A38 - 39
Weaving the Technological Web: The Social Construction of the Internet Browser, Samer Faraj, U. of Maryland; Dowan Kwon, Case Western Reserve U.; Stephanie Watts Sussman, Case Western Reserve U.

Emerging Factors in User Evaluation of the World Wide Web, John D’Ambra, U. of New South Wales, Australia; Ronald E. Rice, Rutgers U.

Discussant: Susan Winter, U. of North Carolina, Charlotte

Monday 2:30PM

806. Theme: A New Time for Information Privacy:
Policy, Research, and Teaching
• 2:30- 3:50 Royal York: Confederation 5
Organizer: Jeff Smith, Wake Forest U.
Presenters: Jeff Smith, Wake Forest U.; Kathy A. Stewart, Georgia State U.; Mary Culnan, Bentley College

Toward a Managerial Framework for Timing the Adoption of Dynamic IT Innovations, Robert G. Fichman, Boston College
Perception Formulation of the IT Function, Rudy Hirsheim, U. of Houston

275. JS:(OMT, OCIS) Sharing Knowledge Across Boundaries
• 4:10- 5:20 Sheraton Centre: Civic Ballroom

270. SIT: Revolutionary and Continuous Change
• 4:10- 5:30 Sheraton Centre: Windsor East

Tuesday 8:30AM

808. Paper Session: Computer Mediated Communication and Decision-making
• 8:30- 10:10 Royal York: Confederation 5

Mask or Disguise: Effects of Varying Anonymity Type in Computer-Mediated Decision Making, Jeri-Elyane Goosby, Case Western Reserve U.; Prasert Kanawattanachai, Case Western Reserve U.; Tony Lingham, Case Western Reserve U.; Poppy Laureta McLeod, Case Western Reserve U.; Leslie Sekerka, Case Western Reserve U.; Velvet L. Weems, Case Western Reserve U.; Mary Winter, Case Western Reserve U.
The Development of Social and Task Cohesion in Computer-mediated and Face-to-Face Task Groups., Bernd Erhard Irmer, U. of Queensland, Australia; Artemis Chang, Queensland U. of Technology; Prashant Bordia, U. of Queensland, Australia
Published in Conference Proceedings
Examining the Effectiveness of Electronic Group Communication Technologies: The Role of the

Conversation Interface, Mani R. Subramani, U. of Minnesota; Jungpl Hahn, U. of Minnesota
Discussant: Ramon J. Aldag, U. of Wisconsin

Tuesday 10:30AM

809. Paper Session: Virtual Teams
• 10:30- 11:50 Royal York: Confederation 5
Virtual Teams: A Framework, Carol Stoak Saunders, U. of Oklahoma; Manju K. Ahuja, Florida State U.
Virtual Teams: Anticipating the Impact of Virtuality on Team Process and Performance, Pamela J. Hinds, Stanford U.; Diane E. Bailey, Stanford U.
Published in Conference Proceedings

Trust in Time: A Study of Global Virtual Teams, C. Brad Crisp, U. of Texas, Austin; Sirkka Jarvenpaa, U. of Texas, Austin
Discussant: Paul Hart, Florida Atlantic U.

Tuesday 2:00PM

810. Symposium: Discontinuities: The Key to Understanding Virtual Work
• 2:00- 3:20 Royal York: Confederation 5
Organizer: Mary Beth Watson-Manheim, U. of Illinois, Chicago
Discussant: Carol Saunders, U. of Oklahoma

285. SIT: Effects of Electronic Media on Strategy and Individuals
• 2:00- 3:20 Sheraton Centre: Windsor West

Tuesday 3:40PM

811. Division: Distinguished Speaker
• 3:40- 5:20 Royal York: Confederation 5
Presentation title: “Death and Transfiguration in the Automobile Industry: Information Technology and Institutional Forces in Sectoral Conversion from Product to Service”
Presenter: John Leslie King, U. of Michigan

Tuesday 5:30PM

812. Meeting: OCIS Business Meeting
• 5:30- 6:30 Royal York: Confederation 5
Organizer: Joseph Walther, Rensselaer Polytechnic Institute

Tuesday 6:30PM

813. OCIS Social Hour
• 6:30- 7:30 Royal York: Confederation 5
Organizer: Mark Keil, Georgia State U.

Wednesday 8:30AM

814. Symposium: The Strategic Consequences of Information Technology Management
• 8:30- 10:20 Royal York: Confederation 5
Chair: Cynthia M. Beath, U. of Texas, Austin
Emerging Information Age Business Models: When the Sky-high Valuations Sort of Make Sense and When They Don’t, Lynda M. Applegate, Harvard U.
Knowledge Management in The Modern Enterprise: A Research Motivation and Design, Yolande E. Chan, Queen's U.
IT Governance: An Imperative for the Non-IT Executive, Jeanne Ross, Massachusetts Institute of Technology

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Alignment in Strategic IS Management: Evolving Research

Directions, Rajiv Sabherwal, U. of Missouri, St. Louis
Discussant: John Leslie King, U. of Michigan

372. IP: Current Theoretical Trends in OCIS
- 8:30-10:20 Royal York: Canadian 5

373. IP: New Empirical Directions in OCIS
- 8:30-10:20 Royal York: Canadian 6

Wednesday 10:40AM

815. Paper Session: IT Competencies and the Role of the CIO
- 10:40-12:00 Royal York: Confederation 5

ประวัติWork Experience and Managerial Competencies of IT Professionals: An Empirical Analysis, Damien Joseph, Nanyang Business School

Chief Information Officers' Technical Backgrounds & Influence Behaviors: Competing Perspectives, Harvey G. Enns, U. of Dayton; Sid L. Huff, Victoria U. of Wellington, New Zealand; Brian R. Golden, U. of Western Ontario

The Strategic Role of IT Executives: An Empirical Examination of CIO Strategic Involvement and IT Usage, Jennifer C. Jenks, Oklahoma State U.; Robert S. Dooley, Oklahoma State U.

Discussant: Charlotte S. Stephens, Louisiana Tech U.
## Organizations and the Natural Environment

**Program Chair:** Gordon P. Rands, Western Illinois U.  
**Professional Development Workshop Chair:** Sanjay Sharma, Saint Mary's U.

### Floor Plans:
- Royal York: E1 - E2
- Sheraton Centre: E3 - E4
- Hilton: E5
- Surrounding Area: E6

### Service-Learning Community Service Project
- **9:00- 8:00 Off Site:** Toronto Covenant House

### Division Program

<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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</table>
| 9:00am | SPDW: Service-Learning Community Service Project  
Off:Toronto Covenant House | |
| 1:00pm | SPDW: CMSW Doctoral Workshop  
SC:Norfolk | |
| 3:00pm | SPDW: CMSW Junior Faculty Workshop  
SC:York | |
| 6:00pm | Welcome Reception  
RY:Alberta | SPDW: CMSW Reception for Arriving Critics  
SC:Conference Room B&C |
| 7:30am | SPDW: CMSW Breakfast  
RY:Ontario | |
| 8:00am | SPDW: CMSW: What's Critical?  
RY:Ontario | |
| 8:30am | SPDW: New Doctoral Students Consortium  
RY:Upper Canada | |
| 9:00am | SPDW: Stakeholder Learning Dialogs  
SC:Norfolk | |
| 10:00am | SPDW: CMSW: Practice/Activity Theory  
RY:Ontario | |
| 10:30am | SPDW: CMSW: Teaching Critically  
RY:Tudor 7 | |
| 1:00pm | Trade and the Environment: Concepts and Measures  
RY:Manitoba | SPDW: Reflecting on & Applying Learning  
SC:Conference Room D |
| 1:30pm | | SPDW: CMSW: Interpretive Methods for Critical Research  
RY:Ontario |
| 2:30pm | | SPDW: CMSW: Critical Perspectives on Strategy  
RY:Tudor 7 |
| 3:00pm | AMJ Special Research Forum on ONE  
RY:Manitoba | |
| 5:30pm | | SPDW: CMSW Reception and Roundtables  
RY:Ballroom |
| 6:00pm | Developing Research Programs in ONE  
RY:Algonquin | |
| 7:30pm | | SPDW: CMSW: Social Time  
RY:Ballroom |
| 7:00am | | SPDW: CMSW Organizational Meeting and Breakfast  
RY:Ballroom |
| 8:00am | | SPDW: CMSW: Critical Research in the Management Journals  
RY:Ballroom |
| 8:30am | Environmental & Financial Risk: International Comparison  
RY:Nova Scotia | SPDW: CMSW: Gender, Work, and Employment in Academia  
RY:British Columbia |
| 10:30am | | SPDW: CMSW Plenary Speaker: Doug Henwood  
RY:Ballroom |
| 8:30am | Division Welcome  
RY:Tudor 7 | |
| 8:50am | Corporate Environmental Mgmt.  
RY:Tudor 7 | |
| 10:40am | Humanity, Nature and Management  
RY:Tudor 7 | |
| 12:20pm | SPDW: Stakeholders & the Natural Env.  
RY:Canadian 13 | |
| 2:30pm | SPDW: Frames & Environmental Conflicts  
RY:Concert Hall | |
| 4:10pm | A New Time / Enough Time for Business & the Natural Environment?  
RY:Tudor 7 | |
| 5:40pm | ONE Business Meeting  
RY:Tudor 7 | |
| 7:00pm | ONE Social  
RY:Tudor 7 | |
| 8:30am | | |
| 10:30am | | |
| 12:00pm | | |

### Friday 1:00PM

78. **SPDW:** (SIM, ONE, MED, PNP) Service-Learning Community Service Project  
- **9:00- 8:00 Off Site:** Toronto Covenant House

81. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, Tim) CMSW Doctoral Workshop  
- **1:00- 6:00 Sheraton Centre:** Norfolk
816. Welcome Reception
   - 6:00 - 7:30 Royal York: Alberta
   * Host: Mark Starik, George Washington U.

817. Doctoral Students/New Faculty Consortium: Career Sustainability
   - 8:30 - 12:00 Royal York: Algonquin
   * Chair: Mark Starik, George Washington U.

818. Trade Liberalization and the Natural Environment: Concepts and Measures
   - 1:00 - 2:30 Royal York: Manitoba
   * Organizers: Irene Henriques, York U.; Douglas A. Schuler, Rice U.
   * Panel: Bryan W. Husted, ITESM/Instituto de Empresa; David L. Levy, U. of Massachusetts, Boston; Perry Sadorsky, York U.

819. AMJ Special Research Forum on the Management of Organizations in the Natural Environment
   - 3:00 - 5:00 Royal York: Manitoba
   * Organizers: Mark Starik, George Washington U.; Alfred Marcus, U. of Minnesota
   * Presenters: Lynne Andersson, Saint Joseph’s U.; Thomas S. Bateman, U. of North Carolina; Pratima Bansal, U. of Western Ontario; Petra Christmism, U. of Virginia; Mark Cordano, Wright State U.; Brenda L. Flanerry, Minnesota State U.; Mankato; Irene H. Frieze, U. of Pittsburgh; Susan Herman, Keene State College; Andrew King, New York U.; Michael Lenox, New York U.; Douglas R. May, U. of Nebraska, Lincoln; Catherine Anne Ramus, International Institute for Management Development (IMD); Sanjay Sharma, Saint Mary’s U.; Ulrich Steger, Inst Fur Oholgie & Suntern

820. Developing a Research Program in ONE: A Workshop
   - 6:00 - 8:00 Royal York: Algonquin
   * Organizer: Gordon P. Rands, Western Illinois U.
   * Panel: Ann Feyerherm, Pepperdine U.; Andrew King, New York U.; Robert Klassen, U. of Western Ontario; Mark Phillip Sharfman, U. of Oklahoma

821. CMSW Junior Faculty Workshop
   - 3:00 - 6:00 Sheraton Centre: York

822. CMSW Reception for Arriving Critics
   - 6:00 - 9:00 Sheraton Centre: Conference Room B&C

823. CMSW Breakfast
   - 7:30 - 8:00 Royal York: Ontario

824. CMSW Plenary: What’s Critical about Critical Management Studies?
   - 8:00 - 10:00 Royal York: Ontario

825. Making Time to Talk: Stakeholder Learning Dialogs
   - 8:00 - 9:00 Sheraton Centre: Conference Room D

826. New Doctoral Students Consortium
   - 8:30 - 5:00 Royal York: Upper Canada

827. Hands-on Practice in Stakeholder Learning Dialogs
   - 9:30 - 12:00 Sheraton Centre: Norfolk

828. CMSW Critical Perspectives on Work Organization: Practice/Activity Theory
   - 10:00 - 1:00 Royal York: Ontario

829. CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   - 10:00 - 1:00 Royal York: Tudor 7

830. CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   - 2:30 - 5:30 Royal York: Ontario

831. CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   - 2:30 - 5:30 Royal York: Ontario

832. CMSW Reception and Refereed Paper Roundtables
   - 5:30 - 7:30 Royal York: Ballroom

833. CMSW Junior Faculty Workshop
   - 3:00 - 6:00 Sheraton Centre: York

834. CMSW Reception for Arriving Critics
   - 6:00 - 9:00 Sheraton Centre: Conference Room B&C

835. CMSW Breakfast
   - 7:30 - 8:00 Royal York: Ontario

836. CMSW Plenary: What’s Critical about Critical Management Studies?
   - 8:00 - 10:00 Royal York: Ontario

837. Making Time to Talk: Stakeholder Learning Dialogs
   - 8:00 - 9:00 Sheraton Centre: Conference Room D

838. New Doctoral Students Consortium
   - 8:30 - 5:00 Royal York: Upper Canada

839. Hands-on Practice in Stakeholder Learning Dialogs
   - 9:30 - 12:00 Sheraton Centre: Norfolk

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841. CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   - 10:00 - 1:00 Royal York: Tudor 7

842. CMSW Reception and Refereed Paper Roundtables
   - 5:30 - 7:30 Royal York: Ballroom

843. CMSW Junior Faculty Workshop
   - 3:00 - 6:00 Sheraton Centre: York

844. CMSW Reception for Arriving Critics
   - 6:00 - 9:00 Sheraton Centre: Conference Room B&C

845. CMSW Breakfast
   - 7:30 - 8:00 Royal York: Ontario

846. CMSW Plenary: What’s Critical about Critical Management Studies?
   - 8:00 - 10:00 Royal York: Ontario

847. Making Time to Talk: Stakeholder Learning Dialogs
   - 8:00 - 9:00 Sheraton Centre: Conference Room D

848. New Doctoral Students Consortium
   - 8:30 - 5:00 Royal York: Upper Canada

849. Hands-on Practice in Stakeholder Learning Dialogs
   - 9:30 - 12:00 Sheraton Centre: Norfolk

850. CMSW Critical Perspectives on Work Organization: Practice/Activity Theory
   - 10:00 - 1:00 Royal York: Ontario

851. CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   - 10:00 - 1:00 Royal York: Tudor 7

Legend: ☯= theme, ☯= teaching, ☯= management practice, ☯= international, Other abbreviations p. A38 - 39
### SIT: Succeeding in Uncertain Environments
- **Monday 10:40AM**
- **Chair:** Emmanuel Raufflet, McGill U.
- **Theme:** The Time of our Time: Management and the Evolutionary Epic, Ken Starkey, U. of Nottingham; Andy Crane, Cardiff U.

### SHCS: Environmental Regulation: International, Domestic, and Practitioner Perspectives on ISO 14001
- **Monday 12:20PM**
- **Chair:** Emmanuel Raufflet, McGill U.
- **Panel:** Gary Throop, Clarkson U.; John Jermier, U. of South Florida; Barbara A. Ribbens, Western Illinois U.; Eric Ribbens, Western Illinois U.

### ONE Interest Group Business Meeting
- **Monday 5:40PM**
- **Chair:** Monika I. Winn, U. of Victoria
- **Division Chair:** Robert Simons, Cleveland State U.; Olaf Weber, ETH Zurich; Barbara A. Ribbens, Western Illinois U.; Eric Ribbens, Western Illinois U.

### New Perspectives on Corporate Environmental Management
- **Monday 8:50AM**
- **Chair:** Helene Fine, Bridgewater State U.
- **Explaining the Implementation of Green Supply Initiatives:** Frances E. Bowen, Sheffield U.; Paul Cousins, U. of Bath; Richard Lamming, U. of Bath; Adam Faruk, U. of Bath
- **Knowledge Content and Worker Participation in Environmental Management:** Sandra Rothenberg, Rochester Institute of Technology
- **The Altering of a Firm's Environmental Management Competence During the Acquisition Integration Stage:** Kimberly M. Ellis, Florida State U.; Bruce Lamont, Florida State U.

### Environmental Concerns in Industry: An International Comparison of Financial Risk for a New Millennium
- **Sunday 8:30AM**
- **Chair:** Robert Simons, Cleveland State U.; Olaf Weber, ETH Zurich
- **Organizer:** Michailik Georg, ETH Zurich
- **Panel:** Markus Fenchel, ETH Zurich
- **Program Chair:** Gordon P. Rands, Western Illinois U.

### Exploring the Frontiers of Environmental Management: A Natural Law-Based Perspective
- **Sunday 8:00AM**
- **Chair:** Emmanuel Raufflet, McGill U.
- **Panel:** David S. Steingard, Saint Joseph's U.; Dale E. Fitzgibbons, Illinois State U.; Dennis P. Heaton, Maharishi U. of Management
- **Discussants:** Gary Throop, Clarkson U.; John Jermier, U. of South Florida; Barbara A. Ribbens, Western Illinois U.; Eric Ribbens, Western Illinois U.

### Time of our Time: Management and the Evolutionary Epic
- **Saturday 7:30PM**
- **Chair:** Emmanuel Raufflet, McGill U.
- **Discussants:** Ken Starkey, U. of Nottingham; Andy Crane, Cardiff U.

### The Altering of a Firm’s Environmental Management and Breakfast
- **Sunday 7:00AM**
- **Chair:** Emmanuel Raufflet, McGill U.
- **Panel:** Gary Throop, Clarkson U.; John Jermier, U. of South Florida; Barbara A. Ribbens, Western Illinois U.; Eric Ribbens, Western Illinois U.

### Exploring the Frontiers of Environmental Management: A Natural Law-Based Perspective
- **Sunday 8:00AM**
- **Chair:** Emmanuel Raufflet, McGill U.
- **Panel:** David S. Steingard, Saint Joseph's U.; Dale E. Fitzgibbons, Illinois State U.; Dennis P. Heaton, Maharishi U. of Management
- **Discussants:** Gary Throop, Clarkson U.; John Jermier, U. of South Florida; Barbara A. Ribbens, Western Illinois U.; Eric Ribbens, Western Illinois U.
Monday 7:00PM

827. **ONE Interest Group Social**  
- 7:00-10:00 Royal York: Tudor 7  
  
  *Division Chair: Monika I. Winn, U. of Victoria*

Tuesday 8:30AM

339. **IP: Cognition, Values and Environmental Decision Making**  
- 8:30-10:10 Royal York: Canadian 2

Tuesday 10:30AM

- 10:30-11:50 Royal York: Quebec

- 10:30-11:50 Royal York: Saskatchewan

Tuesday 2:00PM

828. **Paper Session: Environmental Performance: Crisis, Legitimacy and Financial Performance**  
- 2:00-3:20 Royal York: Tudor 7  
  *Chair: Bobby Banerjee, RMIT U.*

- **On Bangs and Stinks: Towards a Theoretical Understanding of Hazardous Chemical Accidents, Fires and Explosions in the Petrochemical Industry**, Frederick Wolf, Nova Southeastern U.

- **The Market Risk of Corporate Environmental Illegitimacy**, Pratima Bansal, U. of Western Ontario; Iain Clelland, U. of Tennessee  
  *Published in Conference Proceedings*


  *Discussants: Peter Cebon, U. of Melbourne; P. Deveraux Jennings, U. of British Columbia; Alfred Marcus, U. of Minnesota*

Tuesday 3:40PM

197. **SHCS: (OM, ONE, TIM) Environmental Innovation Across Firm Boundaries: Supply Chain Dynamics and Environmental Performance**  
- 3:40-5:20 Royal York: Concert Hall

247. **JS: (ONE, ENT, PNP) A New Time and New Directions for Sustainable Entrepreneurship: Seeking and Acting on 'Triple Bottom Line' Opportunities**  
- 3:40-5:20 Royal York: Tudor 7

Wednesday 8:30AM

379. **IP: Strategies & Tools for Environmental Management**  
- 8:30-10:20 Royal York: Canadian 12

Wednesday 10:40AM

829. **Paper Session: Organizational Learning and the Natural Environment: The Roles of Stakeholder Interaction and Organizational Training Programs**  
- 10:40-12:00 Royal York: Tudor 7

Chair: Monika I. Winn, U. of Victoria

**Social Learning and Environmental Indicators: Prospects for Companies**, Jacques Demajorovic, FE-USP/Faculdade Senac de Educação Ambiental; Carmen Silvia Sanches, EAESP-FGV, Sao Paulo, Brazil

**The Influence of Organizational Pre-Conditions, Designs and Routines on Environmental Learning Through Company Stakeholder Interactions**, Nigel John Roome, Erasmus Centre for Environmental Management/Rotterdam School of Management; Frank Wijen, Tilburg U.; Anja de Groene, Erasmus Centre for Environmental Management

**Capability Building through Adversarial Relationships: A Replication and Extension of Clarke and Roome (1999)**, Pursey P.M.A.R. Heugens, Erasmus U.; Cees B.M. Van Riel, Erasmus U.

**Discussants: Lynne Andersson, Saint Joseph's U.; Andrew Hoffman, Boston U.; Marie-France Turcotte, Concordia U.**

Wednesday 12:20PM

830. **Division: Shell, Nigeria and the Ogoni - A Classic Study in Unsustainable Development?**  
- 12:20-2:10 Royal York: Tudor 7  
  *Chairs: Stuart L. Hart, U. of North Carolina, Chapel Hill; Asaf Zohar, York U.*


  *Discussants: David Wheeler, York U.; Ken Wiwa, Journalist*
# Public and Nonprofit

**Program Chair:** Michael Card, U. of South Dakota  
**Professional Development Workshop Chair:** Ralph S. Brower, Florida State U.  
**Professional Development Workshop Chair:** David W. Hart, Mary Washington College  
**Professional Development Workshop Chair:** Laurie N. DiPadova, U. of Utah

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<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>9:00am</td>
<td>SPDW: Service-Learning Community Service Project • Off:Toronto Covenant House</td>
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<tr>
<td>10:00am</td>
<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td>SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>6:00pm</td>
<td>SPDW: CMSW Reception for Arriving Critters • SC:Conference Room B&amp;C</td>
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<td>7:30am</td>
<td>PNP Doctoral Consortium • RY:Tudor 9</td>
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<td>SPDW: CMSW Breakfast • RY:Ontario</td>
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<td>10:00am</td>
<td>SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
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<td>2:00pm</td>
<td>SPDW: Nonprofit Management Education • RY:British Columbia</td>
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<tr>
<td>2:30pm</td>
<td>SPDW: CMSW: Interpretive Methods for Critical Research • RY:Ontario</td>
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<td>5:30pm</td>
<td>SPDW: CMSW Critical Perspectives on Strategy • RY:Tudor 7</td>
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<td>7:30pm</td>
<td>SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
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<td><strong>Saturday</strong></td>
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<td>8:30am</td>
<td>PNP Doctoral Consortium (Cont) • RY:Tudor 9</td>
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<td>10:00am</td>
<td>SPDW: Public Corruption Roundtable • RY:Jasper 1-266</td>
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<td><strong>Sunday</strong></td>
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<td>8:30am</td>
<td>Cooperation &amp; Collaboration • RY:Tudor 8</td>
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<td>12:20pm</td>
<td>New Public Management • RY:Tudor 8</td>
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<td>2:30pm</td>
<td>Featured Speaker • RY:Tudor 8</td>
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<td>Business Meeting • RY:Tudor 8</td>
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<td>5:30pm</td>
<td>Social Hour • RY:Tudor 8</td>
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<td><strong>Monday</strong></td>
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<td>8:30am</td>
<td>Volunteers, Volunteerism &amp; Voluntary Orgs • RY:Tudor 8</td>
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<td>10:30am</td>
<td>Methods of Interorganizational Research • RY:Tudor 8</td>
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<td>2:00pm</td>
<td>Board Governance &amp; Board-CEO Relationships • RY:Tudor 8</td>
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<td>3:40pm</td>
<td>JS: Civic Engagement &amp; Service Learning • H:McDonald</td>
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<td>JS: Sustainable Entrepreneurship • RY:Tudor 7</td>
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<td>JS: Extending the Psych Contract • RY:Saskatchewan</td>
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<td>JS: Inventiveness and Innovation • RY:New Brunswick</td>
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<td>JS: Individual Attitudes • RY:Canadian 6</td>
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<td>JS: Public and NonProfit Strategic Perspectives • RY:Canadian 7</td>
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<td><strong>Tuesday</strong></td>
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<td>8:30am</td>
<td>Institutional Theory • RY:Tudor 8</td>
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<td>Inter-organizational Relationships • RY:Tudor 8</td>
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<td><strong>Friday 9:00AM</strong></td>
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</table>
| 78. | SPDW: Service-Learning Community Service Project  
9:00- 8:00 Off Site: Toronto Covenant House |
| **Friday 1:00PM** |
| 81. | SPDW: CMSW Doctoral Workshop  
1:00- 6:00 Sheraton Centre: Norfolk |
| **Friday 3:00PM** |
| 82. | SPDW: CMSW Junior Faculty Workshop  
3:00- 6:00 Sheraton Centre: York |
| **Friday 6:00PM** |
| 85. | SPDW: CMSW Reception for Arriving Critters  
6:00- 9:00 Sheraton Centre: Conference Room B&C |
| **Saturday 7:30AM** |
| 86. | SPDW: CMSW Breakfast  
7:30- 8:00 Royal York: Ontario |

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Saturday  8:00AM

90.  SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary: What's Critical about Critical Management Studies?
   - 8:30-  5:00 Royal York: Tudor 9
   Preregistration: Jennifer Wade, wade@cviog.uga.edu

Saturday  8:30AM

831. Public and Nonprofit Division Doctoral Student Consortium
   - 8:30-  5:00 Royal York: Tudor 9
Preregistration: Jennifer Wade, wade@cviog.uga.edu


Saturday 10:00AM

101. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
   - 10:00-  1:00 Royal York: Ontario

102. ◄SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   - 10:00-  1:00 Royal York: Tudor 7

Saturday  2:00PM

110. ◄SPDW: (PNP, CAR, HCM, MED) Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue
   - 2:00-  5:00 Royal York: British Columbia

Saturday  2:30PM

111. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
   - 2:30-  5:30 Royal York: Ontario

112. ◄SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   - 2:30-  5:30 Royal York: Tudor 7

Saturday  5:30PM

115. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
   - 5:30-  7:30 Royal York: Ballroom

Saturday  6:00PM

116. SPDW: (NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
   - 6:00-  8:00 Royal York: Upper Canada

Saturday  7:30PM

117. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
   - 7:30-  8:30 Royal York: Ballroom

Sunday  7:00AM

118. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   - 7:00-  8:00 Royal York: Ballroom

Sunday  8:00AM

122. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
   - 8:00- 10:30 Royal York: Ballroom

Sunday  8:30AM

832. Public and Nonprofit Division Doctoral Consortium, Continuation
   - 8:30- 12:00 Royal York: Tudor 9
Panel: dt ogilvie, Rutgers U.; Sue R. Faerman, State U. of New York, Albany; Judith Weisinger, Northeastern U.

Sunday  10:00AM

131. ◄SPDW: (PNP, SIM) Roundtable on International Public Corruption
   - 10:00- 12:00 Royal York: Jasper 1-266

Sunday  10:30AM

134. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   - 10:30- 12:00 Royal York: Ballroom

Monday  8:45AM

833. Paper Session: Cooperation, Collaboration, and Inter-organizational Relationships
   - 8:45- 10:20 Royal York: Tudor 8
Chair: Jeffrey A. Robinson, Columbia U.
Public Benefits And Private Gains: Cause-Based Nonprofit/Business Collaboration, Barbara Parker, Seattle U.
A Longitudinal View of the Formation of Interorganizational Relationships, Brent Garrett, U. of Kentucky
Interorganizational Cooperation After a War: Multinational Development Efforts in Bosnia and Herzegovina, 1995 to
The New Millenium: Time For A Change?

Research In Inter-Organizational Relations

Chair:

Coordinator:

Organizer:

Floor Plans:  Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6 B175

236. Lamming, U. of Bath Strathclyde; Murray Stewart, U. of the West of England; Richard 

Strategic Responses of Voluntary Social Service

⌛

838. Montfort U., Leicester; Laurence Lynn, U. of Chicago Ewan Ferlie, Imperial School of Management; Louise Fitzgerald, De 

Public and Nonprofit PNP

Engagement and Service-Learning

A New Time for Altruism: Findings from Divergent Fields

Mary Foster, Ryerson Polytechnic U.; Agnes Meinhard, Ryerson

Organizations to Funding Changes: The Ontario Situation

Mary Foster, Ryerson Polytechnic U.; Agnes Meinhard, Ryerson Polytechnic U.;

Do Volunteers, Donors, and Helpers Differ?: An Exploratory Study

Paul L. Govekar, Nova Southeastern U.

Discussant: Robert Rogers, U. of Kentucky

A New Time for Altruism: Findings from Divergent Fields and a Proposed Cross-disciplinary Model

Matthew Liao-Troth, DePaul U.

Synergy From Difference: Crossing The Disciplines, Methodologies, Sectors And Topics Of Research In Inter-Organizational Relations

10:30- 11:50 Royal York: Tudor 8

Chair: Steve Cropper, Keele U., UK

Presenters: Keith Glaister, U. of Leeds; Chris Huxham, U. of Strathclyde; Murray Stewart, U. of the West of England; Richard Lamming, U. of Bath

Theoretical Foundations of Civic Engagement and Service-Learning

10:30- 11:50 Hilton: McDonald

Featured Speaker

2:30- 3:50 Royal York: Tudor 8

Coordinator: Michael Card, U. of South Dakota

Meeting: Business Meeting

4:10-  5:20 Royal York: Tudor 8

Chair: David P. McCaffrey, State U. of New York, Albany

Social time

5:30- 10:30 Royal York: Tudor 8

Chair: David P. McCaffrey, State U. of New York, Albany

Paper Session: Volunteers, Volunteerism and Voluntary Organizations

8:30- 10:10 Royal York: Tudor 8

Chair: Kira Kristal Reed, U. of Connecticut

A New Time for Altruism: Findings from Divergent Fields and a Proposed Cross-disciplinary Model

Matthew Liao-Troth, DePaul U.

Strategic Responses of Voluntary Social Service

Organizations to Funding Changes: The Ontario Situation

Mary Foster, Ryerson Polytechnic U.; Agnes Meinhard, Ryerson Polytechnic U.;

Do Volunteers, Donors, and Helpers Differ?: An Exploratory Study

Paul L. Govekar, Nova Southeastern U.

Discussant: Robert Rogers, U. of Kentucky

Symposium: The 'New Public Management' In The New Millenium: Time For A Change?

12:20-  2:10 Royal York: Tudor 8

Organizer: Stephen P. Osborne, Aston U., Birmingham, England

Chair: Mary Tschirhart, Indiana U.; Bloomington

Discussant: H Brinton Millward, U. of Arizona

Presenters: Stephen P. Osborne, Aston U., Birmingham, England; Kathleen Ross, Glasgow Caledonian U.; Peter D. Steane, Macquarie U.; Peter Carroll, Wollongong U.; Willy McCourt, U. of Manchester; Ewan Ferlie, Imperial School of Management; Louise Fitzgerald, De Montfort U., Leicester; Laurence Lynn, U. of Chicago

Symposium: Theoretical Foundations of Civic Engagement and Service-Learning

Featured Speaker

2:30- 3:50 Royal York: Tudor 8

Coordinator: Michael Card, U. of South Dakota

Meeting: Business Meeting

4:10-  5:20 Royal York: Tudor 8

Chair: David P. McCaffrey, State U. of New York, Albany

Social time

5:30- 10:30 Royal York: Tudor 8

Chair: David P. McCaffrey, State U. of New York, Albany

Tuesday 8:30AM

Paper Session: Volunteers, Volunteerism and Voluntary Organizations

8:30- 10:10 Royal York: Tudor 8

Chair: Kira Kristal Reed, U. of Connecticut

A New Time for Altruism: Findings from Divergent Fields

Matthew Liao-Troth, DePaul U.

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Theoretical Foundations of Civic Engagement and Service-Learning

10:30- 11:50 Hilton: McDonald

Tuesday 10:30AM

Paper Session: Nonprofit Governance: Board Governance and Board-CEO Relationships

2:00-  3:20 Royal York: Tudor 8

Chair: Cecile Lardon, U. of Alaska, Fairbanks

Taking it from the Top: How CEOs Influence (and Fail to Influence) Their Boards, Sally Mattlis, U. of British Columbia; Chris Clegg, U. of Sheffield, UK

Boards of Directors and the Nonprofit Organizations They Govern: An Analysis of Roles, Responsibilities and Organization Performance, Jack C. Green, Pepperdine U.;

Farzin Madjidi, Pepperdine U.

Against the Tide: The Distinctive Governance Approach of Australian Nonprofit Boards, Peter D. Steane, Macquarie U.;

Michael John Christie, Queensland U. of Technology

Discussant: Melissa Stone, U. of Minnesota

Tuesday 3:40PM

A New Time and New Directions for Sustainable Entrepreneurship: Seeking and Acting on 'Triple Bottom Line' Opportunities

3:40-  5:20 Royal York: Tudor 7

SIT: Extending the Psychological Contract

3:40-  5:20 Royal York: New Brunswick

SIT: Inventiveness and Innovation

3:40-  5:20 Royal York: Canadian 6

IP: Individual Attitudes and HRM Issues

3:40-  5:20 Royal York: Canadian 7

IP: A Cacophony of Strategic Perspectives on Public and NonProfit Management and Policy

3:40-  5:20 Royal York: Canadian 7

Wednesday 8:30AM

Paper Session: Institutional Theory Applications in the Public and Nonprofit Sector

8:30- 10:20 Royal York: Tudor 8

Chair: Karen Froelich, North Dakota State U.

The Birth of State Public Organizations through Isomorphic and Spatial Processes, Jason L. Jensen, U. of North Dakota

Sage Publications Best Conference Paper by a Doctoral Student

Public Choice Economics and Public Pension Plan Funding: An Empirical Test, Marguerite Schneider, The College of New Jersey; Fariborz Damanpour, Rutgers U., Camden


Discussant: Norman B. Bryan, Georgia State U.

Wednesday 10:40AM

Paper Session: Inter-organizational Relationships: Establishment and Factors Leading to Endurance

10:40- 12:00 Royal York: Tudor 8

Chair: Susan M. Kruml, Kruml & Associates

Building Enduring University-Industry Relationships: Shaping and Deploying a Funding Whirlpool is Time Well Spent, Teresa Isabelle Daza Campbell, Pima Community College; Dawn E. DeToro, U. of Arizona

Charles H. Levine Award

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Published in Conference Proceedings

**Partnership Effectiveness in Public Sector Information Technology Innovation**

**Governmental Role in Transferring Intellectual Property from Universities to Business**

*Discussant: Michele A. Govekar, Ohio Northern U.*
## Research Methods

**Program Chair:** Thomas W. Lee, U. of Washington

**Professional Development Workshop Chair:** Terri A. Scandura, U. of Miami/ Hong Kong U. of Science and Technology

<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>1:00pm</td>
<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td>3:00pm</td>
<td>SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>6:00pm</td>
<td>SPDW: CMSW Reception for Arriving Critters • SC:Conference Room B&amp;C</td>
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<td>7:30am</td>
<td>SPDW: CMSW Breakfast • RY:Ontario</td>
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<td>8:00am</td>
<td>SPDW: Social Networks Research • SC:York</td>
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<td>8:30am</td>
<td>SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
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<td>9:00am</td>
<td>SPDW: Bringing Complexity Theory to Bear • SC:Elgin</td>
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<td>10:00am</td>
<td>Qual. Methods &amp; Interactive Journeys • H:Varley</td>
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<td>SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<td>SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
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<td>10:50am</td>
<td>SPDW: Quantitative Methods and Complexity Theory • SC:Conference Room E</td>
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<td>11:00am</td>
<td>SPDW: Structural Equation Modeling in Cross-Cultural Research • SC:Elgin</td>
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<td>SPDW: CMSW: Interpretive Methods for Critical Research • RY:Ontario</td>
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<td>11:40am</td>
<td>SPDW: Roundtables with editors • H:Tom Thomson</td>
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<td>12:00pm</td>
<td>SPDW: CMSW Reception and Roundtables • RY:Ballroom</td>
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<td>12:30pm</td>
<td>SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
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<td>Grounded Theory • H:Valley</td>
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<td>SPDW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<td>SPDW: Roundtables with editors • H:Tom Thomson</td>
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<td>SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
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<td>SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
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<td><strong>Saturday</strong></td>
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<td>Research in the Narrative Genres • H:Tom Thomson</td>
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<td>8:30am</td>
<td>SPDW: Statistical Software for Data Analysis • H:Valley</td>
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<td>10:00am</td>
<td>Comparative Analysis in Qual. Research • H:Tom Thomson</td>
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<td>Approaches to Time Based Research • H:Varley</td>
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<td>SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom</td>
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<td>11:00am</td>
<td>SHCS: Rigor and Relevance in Research • SC:Ballroom Centre</td>
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<td>JS: Alternative Research Modes in OMT • SC:Civic Ballroom</td>
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<td>SHCS: Multilevel Research Methodology • SC:Ballroom Centre</td>
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<td>Much Ado About Missing Data • SC:Wentworth</td>
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<td>Through A Different Lens • SC:Wentworth</td>
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<td>SPDW: Developing Research Methods • RY:Canadian 3</td>
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<td>2:00pm</td>
<td>JS: Agent-Based Computational Models • H:McDonald</td>
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<td>GM: Social Hour • SC:Wentworth</td>
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<td>SPDW: Organizational Research and Methods • RY:Ontario</td>
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<td><strong>Sunday</strong></td>
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<td>New Methodological Approaches • SC:Wentworth</td>
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<td>P: Developing Research Methods • RY:Canadian 3</td>
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<td>10:30am</td>
<td>P: Developing Research Methods - Details • RY:Canadian 6</td>
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**Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B177
### Saturday 8:00AM

89. SPDW: Social Networks Research
   - 8:00 - 5:00 Sheraton Centre: York

90. SPDW: Critical Perspectives on Work Organization: Practice/Activity Theory
   - 8:00 - 10:00 Royal York: Ontario

91. SPDW: New Doctoral Students Consortium
   - 8:30 - 5:00 Royal York: Upper Canada

### Saturday 9:00AM

92. SPDW: Bringing Complexity Theory to Bear on Organizations: Work in Progress
   - 9:00 - 12:00 Sheraton Centre: Elgin

93. SPDW: Three Conversations on Organizational Knowledge
   - 9:00 - 5:00 Sheraton Centre: Ballroom Centre

### Saturday 10:00AM

94. Qualitative Methods as an Invitation to Interactive Journeys
   - 10:00 - 12:00 Hilton: Varley
   - Chair: Stacy Blake-Beard, Harvard U.
   - Participants: Stacy Blake-Beard, Harvard U.; Eileen McGowan, Harvard U.; Faye Crosby, U. of California, Santa Cruz; Linda K. Stroh, Loyola U., Chicago

95. Cusp Catastrophe Modeling and Non-Linear Analyses
   - 1:00 - 5:00 Hilton: McDonald
   - Chair: Stacy E. McManus, U. of Tennessee
   - Participants: Kevin Dooley, Arizona State U.; Terrence Oliva, Temple U.
   - Presenters: Paul Hanges, U. of Maryland; Joan R. Rentsch, U. of Tennessee

96. SPDW: Critical Perspectives on Work Organization: Practice/Activity Theory
   - 10:00 - 1:00 Royal York: Ontario

97. SPDW: Teaching Workshop: Bringing Critical Perspectives into the Classroom
   - 10:00 - 1:00 Royal York: Tudor 7

### Saturday 1:00PM

98. SPDW: Structural Equation Modeling in Cross-Cultural Research
   - 1:00 - 4:30 Sheraton Centre: Elgin

### Saturday 2:30PM

99. SPDW: Critical Management Studies
   - 8:00 - 10:00 Royal York: Ontario

100. SPDW: New Doctoral Students Consortium
     - 8:30 - 5:00 Royal York: Upper Canada

101. SPDW: New Doctoral Students Consortium
     - 9:00 - 5:00 Sheraton Centre: Ballroom Centre

### Saturday 3:00PM

102. Grounded Theory
     - 3:00 - 5:00 Hilton: Varley
     - Chair: Karen D. Locke, College of William & Mary
     - Presenter: Karen D. Locke, College of William & Mary

103. SPDW: Careers & Theory: Open Roundtables with Editors
     - 3:00 - 5:00 Hilton: Tom Thomson

### Saturday 5:30PM

104. SPDW: All Doctoral Students Reception
     - 6:00 - 8:00 Royal York: Upper Canada

### Saturday 7:30PM

105. SPDW: Social Time
     - 7:30 - 8:30 Royal York: Ballroom

### Sunday 7:00AM

106. SPDW: Organizational Meeting and Breakfast
     - 7:00 - 8:00 Royal York: Ballroom

### Sunday 8:00AM

107. Symposium: Ask the Qualitative Experts
     - 8:00 - 10:00 Hilton: Casson
     - Chair: Michael G. Pratt, U. of Illinois, Urbana-Champaign
     - Designing Qualitative Studies, Anat Rafaeli, Technion
     - Managing a Qualitative Dissertation, Trish Reay, U. of Alberta;
     - Peter Foreman, U. of Illinois
     - Using Computers to Support Qualitative Data Analysis, Robert P. Gephart, U. of Alberta
     - Writing up Qualitative Research, Karen Golden-Biddle, U. of Alberta

108. Doing Interpretive Organizational Research in the Narrative Genres
     - 8:00 - 10:00 Hilton: Thomson
     - Chairs: Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.
     - Participants: Brad Jackson, Victoria U. of Wellington, New Zealand;
     - Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.; Jeff Everett, U. of Calgary
119. SPDW: (RM, MED) Statistical Software and Freeware for Data Analysis in Management
- 8:00-10:00 Hilton: Varley

- 8:00-10:30 Royal York: Ballroom

123. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
- 8:00-10:30 Royal York: British Columbia

Sunday 8:30AM

124. SPDW: (OMT, BPS, MOC, RM) Three Conversations on Organizational Knowledge -- Conclusion
- 8:30-9:30 Sheraton Centre: Ballroom West

127. SPDW: (OB, BPS, HR, ODC, OMT, RM) All Times Are Not The Same: A Workshop on Temporal Questions in Organizational Research and Methods for Studying Them
- 8:30-12:00 Royal York: Ontario

Sunday 10:00AM

849. Symposium: Ask the Quantitative Experts
- 10:00-12:00 Hilton: Casson
Chair: Philip L. Roth, Clemson U.
Structural Equations Modeling, Larry J. Williams, Virginia Commonwealth U.; Charles Lance, U. of Georgia
Measurement, Robert J. Vandenberg, U. of Georgia; Stephanie L. Castro, Louisiana State U.
Hierarchical Linear Modeling, Nathan Bennett, Georgia Institute of Technology; David A. Hofmann, Michigan State U.; Mark Anthony Griffin, Queensland U. of Technology; Mark B. Gavin, Oklahoma State U.
Meta-Analysis, Philip L. Roth, Clemson U.
Multiple Regression, Herman Aquinis, U. of Colorado, Denver; Yoav Ganzach, Tel-Aviv U.

850. Hidden Persuasions: Comparative Analysis in Qualitative Research
- 10:00-12:00 Hilton: Tom Thomson
Panel discussion and conversation about the process of comparative analysis in management research.
Chair: Robert P. Gephart, U. of Alberta
Participants: Reed E. Nelson, Southern Illinois U.; Ann Langley, U. du Québec à Montréal; Paul M. Hirsch, Northwestern U.

851. Qualitative and Quantitative Approaches to Time Based Research: A Panel Discussion
- 10:00-12:00 Hilton: Varley
Chair: Bettina Hamilton, U. of Miami
Panel: Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology; Tammy D. Allen, U. of South Florida; Robert W. Eder, Portland State U.; Steven C. Currall, Rice U.; David M. Boje, New Mexico State U.; Cecily Dale Cooper, U. of Southern California; Kinuyo Shimizu, Aoyamagakui Graduate School of International Business

Chair: Fred Dansereau, State U. of New York, Buffalo
Organizer: Fred Dansereau, State U. of New York, Buffalo

134. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
- 10:30-12:00 Royal York: Ballroom

Monday 8:50AM

176. SHCS: (RM, IM, OMT) Rigor and Relevance in Organization and Management Research
- 8:50-10:20 Sheraton Centre: Ballroom Centre

Monday 10:40AM

852. Paper Session: Research Methods Division Proceedings Papers
- 10:40-12:00 Sheraton Centre: Wentworth
Chair: Michelle A. Marks, Florida International U.
The Theoretical Contribution of Computer Simulation, Ryan Quinn, U. of Michigan
Published in Conference Proceedings
Beyond Two-Group Comparisons: Identifying Sets of Non-Invariant Groups, Roger B. Rensvold, City U. of Hong Kong; Gordon W. Cheung, Chinese U. of Hong Kong
Winner of Sage Publications/RM Division Best Paper Award
Published in Conference Proceedings
Introduction: David A. Harrison, U. of Texas, Arlington
Discussant: Nicholas S. Mecchi, Morgan State U.

Monday 12:20PM

215. JS: (OMT, RM) A Time to Reflect: Constructing Knowledge and Alternative Modes of Investigation in Organization and Management Theory
- 12:20-2:10 Sheraton Centre: Civic Ballroom

Monday 12:50PM

184. SHCS: (RM, OB) A Timely Look at Multilevel Research Methodology: Taking Stock of Where We Are and Perspectives on Where We Need to Go
- 12:50-2:10 Sheraton Centre: Ballroom Centre

Monday 2:30PM

853. Symposium: Much Ado About Missing Data: Current Methods of Incomplete Data Analysis in Organizational Research
- 2:30-3:50 Sheraton Centre: Wentworth
Toward Building a Theory of Attrition: The Impact of Attrition-Related Non-Random Sampling in Longitudinal Organizational Research, Jodi S. Goodman, Purdue U.; Gary Ballinger, Purdue U.; Lucy L. Gilson, Georgia Institute of Technology
Missing Data Analysis for Single Choice and Multiple Choice Survey Questions, Thomas Astebro, U. of Waterloo; Gongyue Chen, U. of Waterloo

Comments on the Future of Missing Data Research, Philip L. Roth, Clemson U.

Discussant: Philip L. Roth, Clemson U.

Tuesday 8:30AM

340. IP: Developing Research Methods: Q&A
- 8:30-10:10 Royal York: Canadian 3

Tuesday 10:30AM

854. Paper Session: Organizational Phenomena Viewed
Through a Different Lens
- 10:30-11:50 Sheraton Centre: Wentworth

Chair: Steven C. Currall, Rice U.

Prospects for Progress in the Organizational Sciences:
- Toward a Problem Solving Model, Frederick Morgeson, Michigan State U.

Pictures, Patience, and Pattern-Matching: Sharing Insights from My Four-Year Journey to Make Sense of Qualitative Interview Data, Anne D. Smith, U. of New Mexico

Foucauldian Inspired Case Study Research: Methodological Concerns and Method, Kathryn Noreen Kearins, U. of Waikato, New Zealand

Discussant: Michele Issel, U. of Illinois, Chicago

Tuesday 2:00PM

- 2:00-3:40 Hilton: McDonald

Tuesday 5:00PM

855. RM Social Hour
- 5:00-6:00 Sheraton Centre: Wentworth

Division Chair: David A. Harrison, U. of Texas, Arlington

Tuesday 6:00PM

856. Meeting: RM Business Meeting
- 6:00-8:00 Sheraton Centre: Wentworth

Division Chair: David A. Harrison, U. of Texas, Arlington

Wednesday 10:40AM

857. Paper Session: New Methodological Approaches
- 10:40-12:00 Sheraton Centre: Wentworth

Chair: Claudia C. Cogliser, Oregon State U.

Applications of Mean and Covariance Structure Analysis:
- Uniting Experimental and Correlational Approaches, Robert E. Ployhart, U. of Maryland; Frederick L. Oswald, Purdue U.


Discussant: Jeffrey R. Edwards, U. of North Carolina

385. IP: Research Methods - an Overview and Details
- 10:40-12:00 Royal York: Canadian 6
## Social Issues in Management

**Program Chair:** Jeanne M. Logsdon, U. of New Mexico  
**Professional Development Workshop Chair:** Lawrence J. Lad, Butler U.

<table>
<thead>
<tr>
<th>Start Time</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>9:00am</td>
<td><strong>SPDW:</strong> Service-Learning Community Service Project • Off: Toronto Covenant House</td>
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<tr>
<td>1:00pm</td>
<td><strong>SPDW:</strong> CMSW Doctoral Workshop • SC: Norfolk</td>
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<td>3:00pm</td>
<td><strong>SPDW:</strong> CMSW Junior Faculty Workshop • SC: York</td>
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<tr>
<td>5:00pm</td>
<td><strong>SIM</strong> Doctoral Consortium • SC: Peel</td>
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<td>5:30pm</td>
<td><strong>Debriefing Meeting</strong> • SC: Conference Room E</td>
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<td>6:00pm</td>
<td><strong>SPDW:</strong> CMSW Reception for Arriving Critics • SC: Conference Room B&amp;C</td>
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<tr>
<td>7:30am</td>
<td><strong>SPDW:</strong> CMSW Breakfast • RY: Ontario</td>
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<td>8:00am</td>
<td><strong>SIM</strong> Doctoral Consortium • SC: Peel</td>
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<td>8:20am</td>
<td><strong>SPDW:</strong> CMSW: What’s Critical? • RY: Ontario</td>
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<td>10:40am</td>
<td><strong>SPDW:</strong> Making Time to Talk • SC: Conference Room D</td>
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<td>8:30am</td>
<td><strong>SPDW:</strong> New Doctoral Students Consortium • RY: Upper Canada</td>
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<td>9:00am</td>
<td><strong>The New Century of Corporate Political Strategy</strong> • SC: Dominion Ballroom S</td>
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<td>9:30am</td>
<td><strong>SPDW:</strong> Stakeholder Learning Dialogs • SC: Norfolk</td>
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<td>10:00am</td>
<td><strong>SPDW:</strong> CMSW: Practice/Activity Theory • RY: Ontario</td>
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<td>1:30pm</td>
<td><strong>SPDW:</strong> CMSW: Teaching Critically • RY: Tudor 7</td>
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<td>2:30pm</td>
<td><strong>SPDW:</strong> Reflecting on &amp; Applying Learning • SC: Conference Room D</td>
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<tr>
<td>5:30pm</td>
<td><strong>SIM</strong> Keynote Address • SC: Ballroom East</td>
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<td>6:00pm</td>
<td><strong>SPDW:</strong> CMSW Reception and Roundtables • RY: Ballroom</td>
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<tr>
<td>7:30pm</td>
<td><strong>SPDW:</strong> All Doctoral Students Reception • RY: Upper Canada</td>
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<td>7:00am</td>
<td><strong>SPDW:</strong> CMSW: Social Time • RY: Ballroom</td>
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<td>8:00am</td>
<td><strong>SPDW:</strong> CMSW Organizational Meeting and Breakfast • RY: Ballroom</td>
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<td>9:00am</td>
<td><strong>Building Bridges Between Research Styles</strong> • SC: Ballroom East</td>
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<td>10:00am</td>
<td><strong>SPDW:</strong> Public Corruption Roundtable • RY: Jasper 1-2-6-</td>
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<td>10:30am</td>
<td><strong>SPDW:</strong> CMSW Plenary Speaker: Doug Henwood • RY: Ballroom</td>
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<td>8:00am</td>
<td><strong>SIM</strong> Division Welcome • SC: Dominion Ballroom S</td>
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<td>8:30am</td>
<td><strong>Social Control</strong> • SC: Dominion Ballroom S</td>
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<td>9:00am</td>
<td><strong>Division Meeting</strong> • SC: Dominion Ballroom S</td>
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<td>10:00am</td>
<td><strong>Public Policies</strong> • SC: Dominion Ballroom S</td>
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<td>10:40am</td>
<td><strong>SIM</strong> Doctoral Consortium • SC: Ballroom S</td>
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<td>12:20pm</td>
<td><strong>Corporate Social Performance I</strong> • SC: Dominion Ballroom S</td>
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<td>2:30pm</td>
<td><strong>Corporate Social Performance II</strong> • SC: Dominion Ballroom S</td>
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<td>4:10pm</td>
<td><strong>Corp. Accountability</strong> • SC: Dominion Ballroom S</td>
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<td>6:00pm</td>
<td><strong>Corporate Citizenship MBA Award</strong> • SC: Dominion Ballroom S</td>
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<td>8:30am</td>
<td><strong>Ethics I</strong> • SC: Dominion Ballroom S</td>
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<td>10:30am</td>
<td><strong>Ethics II</strong> • SC: Dominion Ballroom S</td>
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<td>2:00pm</td>
<td><strong>Stakeholder Theory I</strong> • SC: Dominion Ballroom S</td>
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<td>3:40pm</td>
<td><strong>SIM</strong> Business Meeting • SC: Dominion Ballroom S</td>
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<td>6:30pm</td>
<td><strong>SIM</strong> Social • SC: Dominion Ballroom S</td>
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<td>8:30am</td>
<td><strong>Ethics II</strong> • SC: Dominion Ballroom S</td>
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<td>10:40am</td>
<td><strong>Stakeholder Theory II</strong> • SC: Dominion Ballroom S</td>
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<tr>
<td>12:20pm</td>
<td><strong>Corporate Social Performance II</strong> • SC: Dominion Ballroom S</td>
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</tbody>
</table>

### Friday 9:00AM

**SPDW:** (SIM, ONE, MED, PNP) **Service-Learning Community Service Project**  
- 9:00- 8:00 Off Site: Toronto Covenant House

### Friday 1:00PM

**SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Doctoral Workshop**  
- 1:00- 6:00 Sheraton Centre: Norfolk

### Friday 3:00PM

**SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Junior Faculty Workshop**  
- 3:00- 6:00 Sheraton Centre: York

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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Friday 5:00PM</td>
<td><strong>SIM Doctoral Consortium</strong>&lt;br&gt;5:00-9:00 Sheraton Centre: Peel&lt;br&gt;<strong>By invitation only. See Saturday schedule.</strong>&lt;br&gt;<strong>Organizers:</strong> Diane Swanson, Kansas State U.; Jennifer J. Griffin, George Washington U.</td>
</tr>
<tr>
<td>Friday 5:30PM</td>
<td><strong>Debriefing Meeting: Service-Learning Community Service Project</strong>&lt;br&gt;5:30-8:00 Sheraton Centre: Conference Room E&lt;br&gt;<strong>Organizer:</strong> Larry Lad, Butler U.</td>
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<tr>
<td>Friday 6:00PM</td>
<td><strong>SPDW:</strong> (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) <strong>CMSW Reception for Arriving Critics</strong>&lt;br&gt;6:00-9:00 Sheraton Centre: Conference Room B&amp;G</td>
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<tr>
<td>Saturday 7:30AM</td>
<td><strong>SPDW:</strong> (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) <strong>CMSW Breakfast</strong>&lt;br&gt;7:30-8:00 Royal York: Ontario</td>
</tr>
<tr>
<td>Saturday 8:00AM</td>
<td><strong>SIM Doctoral Consortium</strong>&lt;br&gt;8:00-5:00 Sheraton Centre: Peel&lt;br&gt;<strong>Organizers:</strong> Diane Swanson, Kansas State U.; Jennifer J. Griffin, George Washington U.&lt;br&gt;<strong>Presenters:</strong> Brad Agle, U. of Pittsburgh; George Brenkert, Georgetown U.; Jerry M. Calton, U. of Hawaii, Hilo; Philip L. Cochran, Pennsylvania State U.; Craig Dunn, San Diego State U.; Dawn Eitm, U. of St. Thomas; Bill Frederick, U. of Pittsburgh; Robert Edward Freeman, U. of Virginia; Jeff Harrison, U. of Central Florida; Thomas M. Jones, U. of Washington; D. Jeffrey Lenn, George Washington U.; Jeanne M. Logsdon, U. of New Mexico; Patricia Luoma, Quinnipiac College; John F. Mahon, Boston U.; Douglas R. May, U. of Nebraska, Lincoln; Karen L. Newman, U. of Richmond; Brian P. Niehoff, Kansas State U.; Bill Sodeman, Prosoft; Douglas A. Schuler, Rice U.; Kelly Strong, Michigan Technological U.; Linda K. Trevino, Pennsylvania State U.; Sandra A. Waddock, Boston College; Steve Wartick, U. of Northern Iowa; James F. Weber, Duquesnes U.; Patricia Werhane, U. of Virginia; Duane Windsor, Rice U.; Richard E. Wokutch, Virginia Polytechnic Institute and State U.; Donna J. Wood, U. of Pittsburgh</td>
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<tr>
<td>Saturday 9:30AM</td>
<td><strong>SPDW:</strong> (MED, MOC, ODC, ONE, SIM) <strong>Hands-on Practice in Stakeholder Learning Dialogs</strong>&lt;br&gt;9:30-12:00 Sheraton Centre: Norfolk</td>
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<tr>
<td>Saturday 10:00AM</td>
<td><strong>SPDW:</strong> (MED, MOC, ODC, ONE, SIM) <strong>CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory</strong>&lt;br&gt;10:00-1:00 Royal York: Ontario</td>
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<tr>
<td>Saturday 1:30PM</td>
<td><strong>SPDW:</strong> (MED, MOC, ODC, ONE, SIM) <strong>Reflecting on and Applying Learning on Stakeholder Dialog</strong>&lt;br&gt;1:30-3:30 Sheraton Centre: Conference Room D</td>
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<tr>
<td>Saturday 2:30PM</td>
<td><strong>SPDW:</strong> (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) <strong>CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies</strong>&lt;br&gt;2:30-5:30 Royal York: Ontario</td>
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<tr>
<td>Saturday 5:30PM</td>
<td><strong>SIM Keynote Address: The Story of Worldwide Anti-Corruption Legislation: The Transparency International Role</strong>&lt;br&gt;5:30-8:00 Sheraton Centre: Ballroom East&lt;br&gt;<strong>Co-sponsored with Society for Business Ethics with support from the Center for Corporate Community Relations, Boston College.</strong>&lt;br&gt;<strong>Reception to follow presentation.</strong>&lt;br&gt;<strong>Organizers:</strong> Ann K. Buchholtz, U. of Georgia; Craig Fleisher, U. of New Brunswick; Len Brooks, U. of Toronto&lt;br&gt;<strong>Presenter:</strong> Wesley Cragg, York U.</td>
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<tr>
<td>Saturday 9:00AM</td>
<td><strong>The New Century of Corporate Political Strategy</strong>&lt;br&gt;9:00-12:00 Sheraton Centre: Dominion Ballroom S&lt;br&gt;<strong>Pre-conference preparation required:</strong> contact Amy Hillman at <a href="mailto:Ahillman@ivey.uwo.ca">Ahillman@ivey.uwo.ca</a> by 7/15/2000.</td>
</tr>
</tbody>
</table>
### Sunday 7:00AM
#### 118. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Research in the Management Journals: Problems and Prospects
- 7:00- 8:00 Royal York: Ballroom

### Sunday 8:00AM
- 8:00- 10:30 Royal York: Ballroom

#### 123. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
- 8:00- 10:30 Royal York: British Columbia

### Sunday 9:00AM
#### 863. Building Bridges Between Research Styles: A Dialog Between Management and Philosophy Scholars
- 9:00- 12:00 Sheraton Centre: Ballroom East
  - Organizers: Ann K. Buchholtz, U. of Georgia; Craig Fleisher, U. of New Brunswick
  - Facilitator: Steve Wartick, U. of Northern Iowa
  - Presenters: George Brenkert, Georgetown U.; Robert Fredrick, Bentley College; Linda K. Trevino, Pennsylvania State U.; Archie B. Carroll, U. of Georgia

### Sunday 10:00AM
#### 131. SPDW: (PNP, SIM) Roundtable on International Public Corruption
- 10:00- 12:00 Royal York: Jasper 1-266

### Sunday 10:30AM
- 10:30- 12:00 Royal York: Ballroom

### Monday 8:00AM
#### 864. SIM Division Welcome
- 8:00- 8:30 Sheraton Centre: Dominion Ballroom S
  - Division Chair: D. Jeffrey Lenn, George Washington U.
  - Program Chair: Jeanne M. Logsdon, U. of New Mexico

### Monday 8:30AM
#### 865. Paper Session: Sources of Social Control
- 8:30- 10:20 Sheraton Centre: Dominion Ballroom S
  - Chair: Dawn Elm, U. of St. Thomas
  - Organizational Moral Values: Definitions and Measurement
    - Elizabeth D. Scott, Pennsylvania State U.
  - Moral Tethers
    - Barry M. Mitnick, U. of Pittsburgh
  - Collective Myopia and Normalization Behind the Scene of White-collar Crimes in Japan: A Diagnostic Theory on the Case of Dai-ichi Kangyo Bank
    - Nobuyuki Chikudate, U. of Southern California
  - An Action Learning Perspective on the Relationship Between Regulatory Pressure and Organizational Misconduct
    - Tammy L. Mac Lean, Boston College; Robert Radin, Boston College
  - Discussants: Kristi M. Lewis, California School of Professional Psychology; Thomas M. Jones, U. of Washington

### Monday 9:00AM
#### 866. Paper Session: Impacts of Public Policies
- 10:40- 12:00 Sheraton Centre: Dominion Ballroom S
  - Chair: John F. Mahon, Boston U.
  - Litigating Regulation: Corporate Strategy in Telecommunications
    - John Manuel de Figueiredo, Massachusetts Institute of Technology
    - Published in Conference Proceedings
  - Corporate Political Strategy and Antitrust Policy: The Role of International Competitive Effects
    - Joseph Anthony Clougherty, Tilburg U.
  - How Deregulated Firms Combine Market and Nonmarket Activities - Evidence from Telecom Operators in Europe
    - Jean-Philippe Bonardi, Tulane U.
  - Discussants: Patricia Luoma, Quinnipiac College; Brian Shaffer, U. of Maryland

### Monday 10:40AM
- 10:40- 12:00 Royal York: Alberta

### Monday 12:20PM
#### 304. IP: Macro Perspectives on Social Issues
- 12:20- 2:10 Royal York: Canadian 8

### Monday 2:30PM
#### 867. Paper Session: New Research on Corporate Social Performance
- 2:30- 3:50 Sheraton Centre: Dominion Ballroom S
  - Chair: Archie B. Carroll, U. of Georgia
  - Corporate Social Audits: Subjecting Miles' 1987 Model to Tests of Validation
    - James F. Weber, Duquesne U.; David Wasielewski, U. of Pittsburgh
  - Stakeholder Salience and Corporate Philanthropy: Three Strikes and You're Funded (One Strike and You're Out?)
    - Sara A. Morris, Old Dominion U.
    - Published in Conference Proceedings
  - Information and Social Decisions: Reworking the CSP-CFP Model
    - Douglas A. Schuler, Rice U.; Michele Daley, Rice U.
    - Discussants: Steven N. Brenner, Portland State U.; Linda Sama, U. of Texas, El Paso

### Monday 4:10PM
#### 274. SIT: Advancing Our Understanding of Culture: Mobility, Schemas and Similarity
- 2:30- 3:50 Royal York: Saskatchewan

### Monday 8:00AM
#### 868. Theme: Corporate Accountability Comes of Age: Social Auditing and Reporting in the 21st Century
- 8:00- 10:20 Royal York: Territories

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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
SIM Social Issues in Management

- 4:10- 6:00 Sheraton Centre: Dominion Ballroom S
  Chair: Len Brooks, U. of Toronto

Emerging International Standards in Social and Ethical Accounting, Auditing, and Reporting. Simon Zadek, Institute of Social and Ethical Accountability/Global Reporting Initiative

Global Suppliers -- CEPPA Guidance and Auditor Training.
  Eileen Kohl Kaufman, Council on Economic Priorities Accreditation Agency

Trends in Corporate Self-Reporting, Priscilla Boucher, VanCity Discussants: David Nitkin, EthicScan Canada; Kimberly Davenport, Bell South Corporation.

190. SHCS:(CM, OB, SIM) Ethics in Conflict and Negotiation
  • 4:10- 6:00 Sheraton Centre: Ballroom Centre

Monday 6:00PM

869. Award for the Best MBA Student Paper on Corporate Citizenship
  • 6:00- 7:00 Sheraton Centre: Dominion Ballroom S
  Hosted by the Center for Corporate Community Relations, Boston College
  Presiding: Bradley Googins, Boston College

Tuesday 8:30AM

870. Paper Session: Managers and Ethics
  • 8:30- 10:10 Sheraton Centre: Dominion Ballroom S
  Chair: Edwin M. Epstein, St. Mary's College
  The Role of Moral Intensity in Ethical Decision Making: A Review and Investigation of Moral Recognition, Evaluation, and Intention, Douglas R. May, U. of Nebraska, Lincoln; Kevin Pauli, U. of Nebraska, Lincoln
  Time's Up! Ethical Decision Making Under Time Pressure, Ronald M. Roman, U. of Pittsburgh
  Discussants: Steve Feldman, Case Western Reserve U.; Kelly Strong, Michigan Technological U.

234. JS:GOO, HR, SIM Sexual Harassment Policy Effects: Implications for Theory, Research, and Practice
  • 8:30- 10:10 Royal York: Territories

Tuesday 10:30AM

  • 10:30- 11:50 Royal York: Quebec

236. JS:MED, PNP, SIM Theoretical Foundations of Civic Engagement and Service-Learning
  • 10:30- 11:50 Hilton: McDonald

341. IP: Individual and Organizational Perspectives in SIM Research
  • 10:30- 11:50 Royal York: Canadian 1

Tuesday 2:00PM

871. Paper Session: Stakeholders and Theory Development
  • 2:00- 3:20 Sheraton Centre: Dominion Ballroom S
  Chair: Maureen Bezold, Pennsylvania State U.
  Stakeholder Research: An Organizing Framework, Jennifer J. Griffin, George Washington U.

Six Normative Principles for the Governance of Stakeholder Relations, Pursey P.M.A.R. Heugens, Erasmus U.; Samuel Kaptein, Erasmus U.; Johannes Van Oosterhout, Erasmus U.

  Discussants: Jerry M. Calton, U. of Hawaii, Hilo; Tara J. Radin, Hofstra U.

Tuesday 3:40PM

872 Division: SIM Division Chair's Address and Business Meeting
  • 3:40- 6:00 Sheraton Centre: Dominion Ballroom S
  The SIM Division Chair's address and discussant will start at 3:40pm and end at 4:45pm, and the business meeting will begin at 4:45pm and end at 6pm
  Division Chair: D. Jeffrey Lenn, George Washington U.
  H20. D. Jeffrey Lenn, George Washington U.
  Discussant: James F. Weber, Duquesne U.

246. JS:MED, SIM, CAR Personal and Organizational Transformation and the Search for Meaning at Work in Turbulent Times
  • 3:40- 5:20 Hilton: McDonald

Tuesday 6:30PM

873. SIM Social Hour
  • 6:30- 7:30 Sheraton Centre: Dominion Ballroom S
  Organizer: Jeanne M. Logsdon, U. of New Mexico

Wednesday 8:30AM

874. Paper Session: Organizations and Ethics
  • 8:30- 10:20 Sheraton Centre: Dominion Ballroom S
  Chair: James F. Weber, Duquesne U.
  It's Lovely at the Top: Comparing Senior Managers' and Employees' Perceptions of Organizational Ethics, Linda K. Trevino, Pennsylvania State U.; Gary R. Weaver, U. of Delaware; Michael E. Brown, Pennsylvania State U.
  Published in Conference Proceedings
  Source of Legitimacy and Cognitive Intent in Corporate Ethics Programs, Scott J. Reynolds, U. of Minnesota; Mary Lippitt Nichols, U. of Minnesota
  Corporate Codes of Ethics: Factors Leading to Effectiveness, Mark Stephen Schwartz, York U.; Wesley Cragg, York U.
  Discussants: Deborah Vidaver-Cohen, Florida International U.; Randi L. Sims, Nova Southeastern U.

Wednesday 10:40AM

875. Paper Session: Stakeholders and Theory Development II
  • 10:40- 12:00 Sheraton Centre: Dominion Ballroom S
  Chair: Donna J. Wood, U. of Pittsburgh
  Stakeholder Connectedness: A Relationship Based Approach, Mark A. Heuer, George Washington U.
  When Do Stakeholders Act? An Interest and Identity Based Model of Stakeholder Mobilization, Timothy J. Rowley, U. of Toronto; Minea Moldoveanu, U. of Toronto
  Time to Rethink Stakeholder Legitimacy Management and the Qualified Good Neighbor: The Case of Nova Nada and JDI, Cathy Driscoll, Saint Mary's U.; Annie Crombie, Dalhousie U.
  Discussants: Craig Dunn, San Diego State U.; Joseph A. Petrick, Wright State U.
**Wednesday 12:20PM**

Paper Session: **Corporate Social Performance: Its Time Is Now**

- **Chair:** Philip L. Cochran, Pennsylvania State U.

**A Resource Dependence Perspective on Stakeholder Performance**
- Shawn L. Berman, Boston U.; Andrew C. Wicks, U. of Washington

**Good Deeds and Misdeeds: A Mediated Model of the Effect of Corporate Social Performance on Organizational Attractiveness**
- Rebecca A. Luce, Michigan State U.; Alison E. Barber, Michigan State U.; Amy J. Hillman, U. of Western Ontario

**Organizational Attractiveness and Corporate Social Orientation:**
- Wanda J. Smith, Virginia Polytechnic Institute and State U.; Richard E. Wokutch, Virginia Polytechnic Institute and State U.; Bryan S. Dennis, U. of Georgia

**Discussants:** Mark Cordano, Wright State U.; Virginia W. Gerde, U. of New Mexico
# Technology and Innovation Management

**Program Chair:** Philip C. Anderson, Dartmouth College  
**Professional Development Workshop Chair:** Raghu Garud, New York U.

<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00pm</td>
<td>377 TIM/OCIS Doctoral Consortium • SC:Huron</td>
<td>81 SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
</tr>
<tr>
<td>3:00pm</td>
<td>375 TIM/OCIS Doctoral Consortium • H:Casson</td>
<td>82 SPDW: CMSW Junior Faculty Workshop • SC:York</td>
</tr>
<tr>
<td>6:00pm</td>
<td>376 TIM/OCIS Doctoral Consortium • H:Casson</td>
<td>83 SPDW: CMSW Reception for Arriving Critics • SC:Conference Room B&amp;C</td>
</tr>
<tr>
<td>7:30am</td>
<td>378 TIM/OCIS Doctoral Consortium • H:Casson</td>
<td>84 SPDW: CMSW Breakfast • RY:Ontario</td>
</tr>
<tr>
<td>8:00am</td>
<td>895 TIM/OCIS Doctoral Consortium • H:Casson</td>
<td>85 SPDW: CMSW: What's Critical? • RY:Ontario</td>
</tr>
<tr>
<td>8:30am</td>
<td>894 SPDW: OCIS/TIM Junior Faculty Consortium • SC:Carleton</td>
<td>86 SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
</tr>
<tr>
<td>9:00am</td>
<td>893 SPDW: Bringing Complexity Theory to Bear • SC:Elgin</td>
<td>87 SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
</tr>
<tr>
<td>10:00am</td>
<td>892 Y2K Aftermath • H:McDonald</td>
<td>88 SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
</tr>
<tr>
<td>1:00pm</td>
<td>891 European Research Traditions • H:Varley</td>
<td>89 SPDW: Quantitative Methods and Complexity Theory • SC:Conference Room E</td>
</tr>
<tr>
<td>2:30pm</td>
<td>890 Courses on Internet Businesses • H:Jackson</td>
<td>90 SPDW: CMSW: Interpretive Methods for Critical Research • RY:Ontario</td>
</tr>
<tr>
<td>3:00pm</td>
<td>889 Courses on Internet Businesses • H:Jackson</td>
<td>91 SPDW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
</tr>
<tr>
<td>5:00pm</td>
<td>888 Courses on Internet Businesses • H:Jackson</td>
<td>92 SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom</td>
</tr>
<tr>
<td>6:00pm</td>
<td>887 Courses on Internet Businesses • H:Jackson</td>
<td>93 SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
</tr>
<tr>
<td>7:00pm</td>
<td>886 Courses on Internet Businesses • H:Jackson</td>
<td>94 SPDW: CMSW: Social Time • RY:Ballroom</td>
</tr>
<tr>
<td>8:00am</td>
<td>885 Courses on Internet Businesses • H:Jackson</td>
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<tr>
<td>10:00am</td>
<td>884 Courses on Internet Businesses • H:Jackson</td>
<td>95 SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom</td>
</tr>
<tr>
<td>10:30am</td>
<td>883 Courses on Internet Businesses • H:Jackson</td>
<td>96 SHCS: Boundaries in Tech. Industries • SC:Ballroom West</td>
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<tr>
<td>12:20pm</td>
<td>882 Courses on Internet Businesses • H:Jackson</td>
<td>97 SHCS: Complexity and Complementarities • SC:Conference Room D&amp;E</td>
</tr>
<tr>
<td>1:00pm</td>
<td>Capturing and Communicating Productive Knowledge • RY:Algonquin</td>
<td>98 SPDW: Commercializing Research • SC:Conference Room D&amp;E</td>
</tr>
<tr>
<td>2:30pm</td>
<td>New Insights Into Technology Evolution • RY:Algonquin</td>
<td>99 SHCS: Science-Based Competition • SC:Ballroom West</td>
</tr>
<tr>
<td>4:10pm</td>
<td>Knowledge, R&amp;D, Innovation • RY:Algonquin</td>
<td>100 SHCS: Learning, Knowledge, Performance • SC:Civic Ballroom</td>
</tr>
<tr>
<td>7:30am</td>
<td>Research Themes in Electronic Commerce • RY:Algonquin</td>
<td>101 SHCS: External Knowledge Sourcing • SC:Ballroom West</td>
</tr>
<tr>
<td>8:40am</td>
<td>Technology Alliances • RY:Algonquin</td>
<td>102 SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
</tr>
<tr>
<td>10:30am</td>
<td>Managing Innovation Webs • RY:Algonquin</td>
<td>103 SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom</td>
</tr>
<tr>
<td>2:00pm</td>
<td>Managing Research Alliances • RY:Algonquin</td>
<td>104 SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
</tr>
<tr>
<td>3:40pm</td>
<td>University-Based Research • RY:Algonquin</td>
<td>105 SPDW: CMSW: Social Time • RY:Ballroom</td>
</tr>
<tr>
<td>5:30pm</td>
<td>TIM Business Meeting • RY:Algonquin</td>
<td>106 SHCS: Boundaries in Tech. Industries • SC:Ballroom West</td>
</tr>
<tr>
<td>6:30pm</td>
<td>TIM Social Hour • RY:Algonquin</td>
<td>107 SHCS: Complexity and Complementarities • SC:Conference Room D&amp;E</td>
</tr>
<tr>
<td>8:30am</td>
<td>Insights into Learning and Innovation • RY:Algonquin</td>
<td>108 SPDW: Commercializing Research • SC:Conference Room D&amp;E</td>
</tr>
<tr>
<td>12:20pm</td>
<td>High-Performing Innovation Teams • RY:Algonquin</td>
<td>110 SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
</tr>
</tbody>
</table>

**Legend:** ☰= theme, ☳= teaching, ☳= management practice, ☳= international, Other abbreviations p. A38 - 39
### Friday 1:00PM

**81. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Doctoral Workshop**
- 1:00- 6:00 Sheraton Centre: Norfolk

### Friday 3:00PM

**87. TIM/OCIS Doctoral Consortium**
- 3:00- 7:00 Sheraton Centre: Huron
Pre-registration required.
Chairs: Raghu Garud, New York U.; V. Sambamurthy, U. of Maryland
Participants: Robert W. Zmud, U. of Oklahoma; Paul Almeida, Georgetown U.; Deborah J. Dougherty, Rutgers U.; Martin Kenney, U. of California, Davis

**82. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Junior Faculty Workshop**
- 3:00- 6:00 Sheraton Centre: York

### Friday 6:00PM

**85. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception for Arriving Critters**
- 6:00- 9:00 Sheraton Centre: Conference Room B&C

### Saturday 7:30AM

**86. SPDW:**(BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Breakfast**
- 7:30- 8:00 Royal York: Ontario

### Saturday 8:00AM

**87. TIM/OCIS Doctoral Consortium-Saturday**
- 8:00- 5:00 Hilton: Casson
Pre-registration required.
Chairs: Raghu Garud, New York U.; V. Sambamurthy, U. of Maryland
Participants: Paul Almeida, Georgetown U.; Deborah J. Dougherty, Rutgers U.; Robert W. Zmud, U. of Oklahoma; Martin Kenney, U. of California, Davis

**90. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Plenary: What's Critical about Management Studies?**
- 8:00- 10:00 Royal York: Ontario

### Saturday 8:30AM

**94. OCIS/TIM** **OCIS/TIM Junior Faculty Consortium**
- 8:30- 5:00 Sheraton Centre: Carleton

**96. SPDW:**(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) **New Doctoral Students Consortium**
- 8:30- 5:00 Royal York: Upper Canada

### Saturday 9:00AM

**97. SPDW:**(OMT, BPS, TIM, RM) **Bringing Complexity Theory to Bear on Organizations: Work in Progress**
- 9:00- 12:00 Sheraton Centre: Elgin

### Saturday 10:00AM

**877. TIM/OCIS Doctoral Consortium**
- 3:00- 7:00 Sheraton Centre: Huron
Pre-registration required.
Chairs: Raghu Garud, New York U.; V. Sambamurthy, U. of Maryland
Participants: Robert W. Zmud, U. of Oklahoma; Paul Almeida, Georgetown U.; Deborah J. Dougherty, Rutgers U.; Martin Kenney, U. of California, Davis

**82. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Junior Faculty Workshop**
- 3:00- 6:00 Sheraton Centre: York

### Saturday 1:00PM

**880. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Critical Perspectives on Work Organization: Practice/Activity Theory**
- 10:00- 1:00 Royal York: Ontario

**82. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom**
- 10:00- 1:00 Royal York: Tudor 7

### Saturday 2:30PM

**111. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies**
- 2:30- 5:30 Royal York: Ontario

### Saturday 3:00PM

**881. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Teaching Workshop: What's Critical about Critical Management Studies?**
- 10:00- 1:00 Royal York: Tudor 7

### Saturday 5:30PM

**112. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy**
- 2:30- 5:30 Royal York: Tudor 7

### Saturday 6:00PM

**881. SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception and Refereed Paper Roundtables**
- 5:30- 7:30 Royal York: Ballroom

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*Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6*
Technology and Innovation Management

116. SPDW/(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
   6:00- 8:00 Royal York: Upper Canada

Saturday 7:30PM

117. SPDW/(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
   7:30- 8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW/(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   7:00- 8:00 Royal York: Ballroom

Sunday 8:00AM

882. Technology and Innovation Management for the 21st Century: What Do We Know, and What Do We Need To Know?
   8:00- 10:00 Hilton: Jackson
   Chair: Rajan R. Kamath, U. of Cincinnati

883. "In from the Field - Now What? Honing Technology Insights from Complex Field Data"
   10:00- 12:00 Hilton: Jackson
   Chair: Deborah J. Dougherty, Rutgers U.; Sanjay Jain, New York U.; U. of Wisconsin, Madison; Alan O'Sullivan, U. of Ottawa

Sunday 10:30AM

143. SPDW/(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   10:30- 12:00 Royal York: Ballroom

Monday 8:30AM

175. SHCS/(BPS, OMT, TIM) Firm Boundaries in Technology-Based Industries
   8:30- 10:20 Sheraton Centre: Ballroom West

206. JS/(OMT, BPS, TIM) Complexity and Complementarities: Differences and Similarities. An Organizational Perspective on the Effects of Kim
   8:30- 10:20 Sheraton Centre: Conference Room D&E

Monday 8:50AM

884. Paper Session: Incumbents vs. New Entrants in Schumpeterian Competition
   8:50- 10:20 Royal York: Algonquin
   Chair: Rodney Walter, Western Illinois U.

Responding to Technology-Created Market Niches: Do Industry-Specialized Assets Facilitate or Hamper Entry?
   Andrew King, New York U.; Christopher L. Tucci, New York U.
   Published in Conference Proceedings

Industry and Firm Performance in 'Creative Destructive' and 'Creative Cooperative' Environments, Frank T. Rothaermel, U. of Washington

Is History Fate? A Study of Product Development Capability Among Incumbents After Radical Technological Change, Neil Jones, U. of Western Ontario

Technology Adoption Timing: How Much and When Do Co-operators' Capabilities Matter? The Case of Supercomputers, Allan Alah, U. of Michigan

Monday 10:40AM

885. Paper Session: The Dynamics of Radical vs. Incremental Innovation
   10:40- 12:00 Royal York: Algonquin
   Chair: Michael D. Lord, Wake Forest U.


Living with Chaos: Understanding the Uncertainties of Radical Innovation, Mark P. Rice, Rensselaer Polytechnic Institute; Gina Colarelli O'Connor, Rensselaer Polytechnic Institute; Richard Leifer, Rensselaer Polytechnic Institute

Search for Distant Returns: Strategic Choices and Life Sciences Research at DuPont from 1916-1999, Gaurab Bhattacharyya, Babson College

Searching the Unknown and Re-searching the Known: Product Innovation in the Robotics Industry, Rittta Katila, U. of Maryland; Gautam Ahuja, U. of Texas, Austin

Monday 12:20PM

219. JS/(TIM, BPS) The Shifting Landscape for Commercializing Research
   12:20- 2:10 Sheraton Centre: Conference Room D&E

Monday 1:00PM

886. Division: Capturing and Communicating Productive Knowledge: How Language Links to Understanding and Practice
   1:00- 2:10 Royal York: Algonquin
   Keynote Speaker: Sidney Winter, U. of Pennsylvania

Monday 2:30PM

887. Paper Session: New Insights Into Technology Evolution
   2:30- 3:50 Royal York: Algonquin
   Chair: Cathy Rusinko, Villanova U.

The Survival of Innovations: Patterns and Predictors, Thomas Astebo, U. of Waterloo; Xiahoua Sara Zhang, Clarica Inc.

Technological Evolution at the Producer-Consumer Interface, Johannes M. Pennings, U. of Pennsylvania; Hann Oll Kim, U. of New South Wales, Australia

The Evolution of Biotecnology: An Empirical Examination of the Rates of Technological Entry, Atul Nerkar, Columbia U.; Srikanth Paruchuri, Columbia U.

Sponsors, Communities and Standards: Winning in the Local Area Networking Business, Urs von Burg, U. of Saint Gallen; Martin Kenney, U. of California, Davis

Legends: = theme, = teaching, = management practice, = international, Other abbreviations p. A38 - 39
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<tr>
<th><strong>188. SHCS:(BPS, TIM)</strong> Managing Under Science-Based Competition</th>
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<tr>
<td><strong>2:30- 3:50 Sheraton Centre: Ballroom West</strong></td>
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<tr>
<th><strong>220. JS:(BPS, TIM) Research on Technological Learning, Knowledge Management, and Corporate Performance: Perspectives from Strategy, Organization Theory, and Management of Technology</strong></th>
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</thead>
<tbody>
<tr>
<td><strong>2:30- 3:50 Sheraton Centre: Civic Ballroom</strong></td>
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**Monday 4:10PM**

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<tr>
<th><strong>888. Paper Session: Knowledge, R&amp;D, and Innovation Capabilities</strong></th>
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<tr>
<td><strong>4:10- 5:40 Royal York: Algonquin</strong></td>
</tr>
<tr>
<td><strong>Chair: Nathan Jay, Saint John’s U.</strong></td>
</tr>
<tr>
<td><strong>The Determinants of National Innovative Capacity</strong>, Scott Stern, Massachusetts Institute of Technology; Michael E. Porter, Harvard U.; Jeffrey L. Furman, Massachusetts Institute of Technology</td>
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**Published in Conference Proceedings**

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<tr>
<th><strong>890. Paper Session: Alliance Networks for Developing Technology</strong></th>
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<tr>
<td><strong>8:40- 10:10 Royal York: Algonquin</strong></td>
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<tr>
<td><strong>Chair: John P. Ulhoi, The Aarhus School of Business</strong></td>
</tr>
<tr>
<td><strong>Learning in Dynamic Inter-Firm Networks - The Efficacy of Multiple Contacts</strong>, John Hagedoorn, Maastricht U.; Geert M. Duysters, U. of Limburg</td>
</tr>
<tr>
<td><strong>Strategic Participation in Industry-Wide Technical Organizations? Relating Informal Interfirm Networks and Alliance Formation</strong>, Lori Rosenkopf, U. of Pennsylvania; Anca Turcanu, U. of Pennsylvania; Varghese George, Rutgers U.</td>
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**Tuesday 7:30AM**

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<tr>
<th><strong>889. Exploring 'Internet Time' -- Research Themes in Electronic Commerce</strong></th>
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<tbody>
<tr>
<td><strong>7:30- 8:30 Royal York: Algonquin</strong></td>
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<tr>
<td><strong>Chair: Philip C. Anderson, Dartmouth College</strong></td>
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**Tuesday 8:40AM**

<table>
<thead>
<tr>
<th><strong>891. Paper Session: Make, Buy, or Partner: Managing Innovation Webs</strong></th>
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<tbody>
<tr>
<td><strong>10:30- 11:50 Royal York: Algonquin</strong></td>
</tr>
<tr>
<td><strong>Chair: Daniel Z. Levin, Rutgers U.</strong></td>
</tr>
<tr>
<td><strong>The Role of Venture Capitalists in Developing Commercialization Strategies in Start-up Organizations</strong>, David H. Hsu, Massachusetts Institute of Technology</td>
</tr>
<tr>
<td><strong>System-on-a-Chip Integration in the Semiconductor Industry: Industry Structure and Firm Strategies</strong>, Greg Linden, U. of California, Berkeley; Deepak Somaya, U. of California, Berkeley</td>
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**Tuesday 2:00PM**

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<thead>
<tr>
<th><strong>892. Paper Session: Managing Research Alliances</strong></th>
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<tbody>
<tr>
<td><strong>2:00- 3:20 Royal York: Algonquin</strong></td>
</tr>
<tr>
<td><strong>Chair: Nile W. Hatch, U. of Illinois</strong></td>
</tr>
<tr>
<td><strong>Why Do Firms Join Cooperative R&amp;D Consortia? A Test of an Integrated Model</strong>, James C. Hayton, Georgia State U.; Saloua Sehili, Georgia State U.; Vida G. Scarpello, Georgia State U.</td>
</tr>
<tr>
<td><strong>Strategic Alliance Instability: Factors Affecting Governance Changes</strong>, Paul E. Bierly, James Madison U.; Joseph E. Coombs, James Madison U.</td>
</tr>
<tr>
<td><strong>The Effects of Alliance Portfolio Characteristics and Absorptive Capacity on Performance: A Study of Biotechnology Firms</strong>, Gerard George, Syracuse U.; Shaker A. Zahra, Georgia State U.; Kathleen Wheatley, Syracuse U.; Raihan Khan, Syracuse U.</td>
</tr>
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**Tuesday 3:40PM**

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<thead>
<tr>
<th><strong>893. Paper Session: University-Based Research: Innovation and Commercialization</strong></th>
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<tbody>
<tr>
<td><strong>3:40- 5:10 Royal York: Algonquin</strong></td>
</tr>
<tr>
<td><strong>Chair: Henry Chesbrough, Harvard U.</strong></td>
</tr>
<tr>
<td><strong>An Investigation of Public and Private R&amp;D Partnerships</strong>, Elena Revilla, U. de Valladolid; Joseph Sarkis, Clark U.; Aurelia Modrego, U. Carlos III de Madrid, Spain</td>
</tr>
<tr>
<td><strong>How Relevant is University-Based High Technology Research to Private Firms? A US-Japan Comparison</strong>, Jennifer Spencer, U. of Houston</td>
</tr>
<tr>
<td><strong>The Role of Trust in Industry-University Collaborative Ventures: Antecedents and Outcomes</strong>, Michael D. Santoro, Lehigh U.; Patrick Sarapito, Rutgers U.</td>
</tr>
</tbody>
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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
197. SHCS/(OM, ONE, TIM) Environmental Innovation Across Firm Boundaries: Supply Chain Dynamics and Environmental Performance
- 3:40- 5:20 Royal York: Concert Hall

Tuesday 5:30PM

894. Meeting: TIM Business Meeting
- 5:30- 6:30 Royal York: Algonquin
Chair: Jeffrey Liker, U. of Michigan

Tuesday 6:30PM

895. TIM Division Social Hour
- 6:30- 11:00 Royal York: Algonquin
Chair: Jeffrey Liker, U. of Michigan

Wednesday 8:30AM

368. IP: Organizing for Innovation
- 8:30- 10:20 Royal York: Canadian 1

369. IP: Conversations in Technology and Innovation Management
- 8:30- 10:20 Royal York: Canadian 2

Wednesday 8:50AM

896. ☯Paper Session: Insights into Learning and Innovation
- 8:50- 10:20 Royal York: Algonquin
Chair: Scott Ensing, U. of Western Ontario

- Idea Generation and Successful New Product Development, John E. Ettlie, Rochester Institute of Technology
- Organizational Form under High Uncertainty: The Inside-out Organization, Benjamin C. Powell, U. of Pennsylvania
- From Diffusion Network to Virtual Community: The Evolution of a Knowledge Management Strategy at Hewlett-Packard, Deone Maria Zell, California State U., Northridge
- Communication Technology in International Technology
  Transfer: Breaking Time and Cost Barriers, Brenda E. Joyner, Loyola U., New Orleans; Marina H. Onken, Loyola U., New Orleans; Deborah Walker, Loyola U., New Orleans

Wednesday 10:40AM

897. ☯Paper Session: Managing Technology Development Projects
- 10:40- 12:00 Royal York: Algonquin
Chair: Dennis Lee, Suffolk U.

  Published in Conference Proceedings
- An Empirical Test of the Benefits of Innovation Speed, Eric H. Kessler, Pace U.; Paul E. Bierly, James Madison U.
- Oscillations Between Open and Closed Systems: Project Management in R&D, Judy H. Matthews, U. of Queensland, Australia; Arthur D. Shulman, U. of Queensland, Australia

257. JS/(TIM, BPS) Modularity in Products, Processes, and Organizational Forms

B190 Legend: ☯= theme, ☇= teaching, ☯= management practice, ☦=international, Other abbreviations p. A38 - 39
The Royal York Hotel: Convention Floor
The Sheraton Centre: Lower Concourse

The Sheraton Centre: Concourse
The Sheraton Centre: Mezzanine

1: York  
2: Peel  
3: Norfolk  
4: Oxford  
5: Carleton  
6: Windsor West  
7: Windsor East  
8: Essex Foyer

The Sheraton Centre: Second Floor

5: Elgin  
6: Wentworth  
7: Kenora  
8: Huron  
9: Kent  
10: Simcoe  
11: Dufferin
The Hilton: Convention Level
The Royal York and the Sheraton Centre are the Co-Headquarters Hotels. Several sessions will also take place at the Hilton Toronto. All 3 hotels can be reached via an underground marketplace.

In addition, from Sunday through Wednesday, shuttle bus service will run every 10-15 minutes between the Sheraton Centre and the Royal York Hotel. Sunday service will be from noon until 6:00 p.m. Service Monday and Tuesday runs from 7:30 a.m. until 6:00 p.m. On Wednesday, it starts at 7:30 and ends at 1:00 p.m. Since the Hilton Hotel is just a one minute walk from the Sheraton, guests at the Hilton can go to the Sheraton for the shuttle.