

Friday, August 7

**F
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JOINTLY SPONSORED ACTIVITIES

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

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

Sponsored by ENT & IM

Organizers

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

Presenters

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

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

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

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

Gordon_Rands@comail.wiu.edu

Sponsored by ONE, CAR, MED, GDO

Organizer

Gordon P. Rands, Western Illinois U

Facilitators

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

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

TIM/OCIS Doctoral Student Consortium

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

Sponsored by TIM & OCIS

Organizer

Deborah Dougherty, Rutgers U.

Facilitators

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

6:00pm-9:00pm

Westin
Santa Fe

OB/OMT Junior Faculty Consortium

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

Sponsored by OB & OMT

Organizers

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

Presenters

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

6:00pm-9:00pm

Marriott South
Torrance

Three Conversations to Build Theory About Organizational Action

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

Sponsored by BPS, OMT, MOC

Organizers

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

Facilitators

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

7:00pm-9:00pm

Westin
Library

OB/OMT/ODC Ph.D. Consortium

Preregister with Mary Ann Glynn at 404-727-0798 or email at MaryAnn_Glynn@bus.emory.edu

Sponsored by OMT, OB, & ODC

Organizers

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

Panel

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

BUSINESS POLICY & STRATEGY

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

Doctoral Consortium

Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3582 or by email at liebsk@ref.usc.edu.

Organizer

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

Faculty

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

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, MOC

For details see Jointly Sponsored Activities

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

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

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

Organizers

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

Presenters

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

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

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

Preregister with Maury A. Peiperl at 44-171-262-5050 or fax at 44-171-724-7875 or by email at mpeiperl@lbs.ac.uk.

Organizers

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

CAREERS

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

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

Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

ENTREPRENEURSHIP

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

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

*Preregister with William B. Gartner at
213-740-0648 or email at
wgartner@marshall.usc.edu*

Organizers

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

Presenters

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

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

Web-Based Education

Sponsored by ENT

Organizer

David A. Baucus, Utah State U.

Presenter

LeeAnn Strand, McGraw-Hill

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

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

Sponsored by ENT & IM

For details see Jointly Sponsored Activities.

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

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

Organizer

Connie Marie Gaglio, San Francisco
State U.

Presenters

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

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

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

Organizer

Dov Elizur, Bar Ilan U.

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

**Teaching and Doing Ethical
Entrepreneurship in Russia**

Organizer

Mikhail V. Gratchev, Russian
Academy of Science

Presenters

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

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

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

Organizer

Ramona K. Z. Heck, Cornell U.

Presenters

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

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

Refreshment Break

*Sponsored by Rutgers Center for
Entrepreneurial Management*

Organizer

Robert D. Hisrich, Case Western
Reserve U.

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

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

Organizer

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

Presenters

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

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

Networks Perspective in Entrepreneurship Research

Organizers

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

Presenters

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

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

Entrepreneurial Education: Past, Present, and Future Direction

Organizer

Lloyd W. Fernald, U. of Central
Florida

Presenters

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

GENDER & DIVERSITY IN ORGANIZATIONS

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

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

Sponsored by ONE, CAR, MED & GDO

For details see Jointly Sponsored Activities

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

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

Preregister with Ellen Ernst Kossek by email at Kossek@pilot.msu.edu.

Organizer

Ellen Ernst Kossek, Michigan State U.

Panel

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

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

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

Preregister with Ellen Ernst Kossek by email at Kossek@pilot.msu.edu.

Organizer

Ellen Ernst Kossek, Michigan State U.

Panel

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

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

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

*Preregister with Ellen Ernst Kossek by email at
Kossek@pilot.msu.edu.*

Organizer
Ellen Ernst Kossek, Michigan State U.

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

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

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

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

By invitation only.

Organizer
Jacqueline S. Zinn, Temple U.

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

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

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

*Preregister with Ellen Ernst Kossek by email at
Kossek@pilot.msu.edu.*

Organizer
Ellen Ernst Kossek, Michigan State U.

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

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

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

By invitation only.

Organizer
Jacqueline S. Zinn, Temple U.

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

HEALTH CARE MANAGEMENT

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

**Welcome Reception and
Introduction**

By invitation only.

Organizer
Jacqueline S. Zinn, Temple U.

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

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

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

Sponsored by ENT & IM

For details see Jointly Sponsored Activities.

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

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

Light refreshments will be provided

Organizer

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

Panel

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

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

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

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

Sponsored by ENT & IM

For details see Jointly Sponsored Activities.

MANAGEMENT EDUCATION & DEVELOPMENT

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

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

Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

MANAGERIAL CONSULTATION

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

The Consulting Process: Diagnostic Tools and Intervention Strategies

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

Organizers

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

Presenters

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

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

Innovative Techniques for Teaching About Postmodern Ideas

Organizer

Ian Palmer, U. of Technology, Sydney

Coordinator

Cynthia Hardy, McGill U.

Presenters

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

MANAGERIAL & ORGANIZATIONAL COGNITION

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, MOC

For details see Jointly Sponsored Activities

ORGANIZATIONAL BEHAVIOR

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

OB/OMT Junior Faculty Consortium

Sponsored by OB & OMT

For details see Jointly Sponsored Activities

7:00pm-9:00pm
Westin
Library

OB/OMT/ODC Ph.D. Consortium

Sponsored by OMT, OB, & ODC

For details see Jointly Sponsored Activities

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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

TIM/OCIS Doctoral Student Consortium

Sponsored by TIM & OCIS

For details see Jointly Sponsored Activities

ORGANIZATIONAL DEVELOPMENT & CHANGE

7:00pm-9:00pm
Westin
Library

OB/OMT/ODC Ph.D. Consortium

Sponsored by OMT, OB, & ODC

For details see Jointly Sponsored Activities

ORGANIZATION & MANAGEMENT THEORY

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

OB/OMT Junior Faculty Consortium

Sponsored by OB & OMT

For details see Jointly Sponsored Activities

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

For details see Jointly Sponsored Activities

7:00pm-9:00pm
Westin
Library

OB/OMT/ODC Ph.D. Consortium

Sponsored by OMT, OB, ODC

For details see Jointly Sponsored Activities

ORGANIZATIONS & THE NATURAL ENVIRONMENT

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

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

Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

TECHNOLOGY & INNOVATION IN MANAGEMENT

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

TIM/OCIS Doctoral Student Consortium

Sponsored by TIM & OCIS

For details see Jointly Sponsored Activities

Saturday, August 8

ALL-CONVENTION ACTIVITIES

12:00 pm - 5:00 pm
Marriott North
Marriott Hall
Registration
Executive Director
Nancy Urbanowicz, Academy of
Management

12:00 pm - 5:00 pm
Marriott North
Marriott Hall
**What Are the Benefits of
Membership? Do You Need to
Update Your Membership
Information? Would You Like to Get
Involved?**
Director of Membership
Carolyn Wiley, Georgia State U.

12:00 pm - 6:00 pm
Marriott North
Marriott Hall Foyer
Placement
Director of Placement
Charlotte Sutton, Auburn U.

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

6:30 pm - 7:30 pm
Marriott South
Del Mar
Placement Orientation
Director of Placement
Charlotte Sutton, Auburn U.

BROAD APPEAL ACTIVITIES

7:00am-8:00am
Marriott North
Salon B
**Critical Management Studies:
Continental Breakfast**
*For more information on the Critical
Management Studies workshop or to
preregister contact Paul S. Adler at 818-
981-0115 , by fax at 818-981-0116 or email
at padler@usc.edu*

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

Organizer
Paul S. Adler, U.of Southern
California

8:00am-6:00pm
Marriott North
San Diego B &
Torrey 1&2
**Critical Management Studies:
Workshop Meeting**
*Preregistration fee required. For more
information on the Critical Management
Studies workshop or to preregister contact
Paul S. Adler at 818-981-0115 , fax 818-
981-0116, or email at padler@usc.edu.*

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

Organizer
Paul S. Adler, U.of Southern
California

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

Iberoamerican Academy

Business meeting followed by dinner.

Sponsored by all Academy of Management divisions.

Organizer

Luis R. Gomez-Mejia, Arizona State U.

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

Carlos Alcerreca Joaquin, ITAM, Mexico

Esteban Brenes, INCAE, Costa Rica

Africa Ariño, IESE, U. of Navarra, Barcelona

Sigmar Malvezzi, Getulio Vargas, Brazil

German Otalora-Bay, EGADE ITESM, Monterrey

Armando Gallegos, ESAN, Peru

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

Isabel Gutierrez, Universidad Carlos III, Spain

Edilberto F. Montemayor, Michigan State U.

Fernando F. Suarez, Universidad Adolfo Ibanez, Chile

Vicente Salas Fumas, Universidad de Zaragoza, Spain,

Wayne F. Cascio, U. Colorado, Denver

Mary Teagarden, Thunderbird,

John W. Slocum, Southern Methodist U.,

Jaime Rivera, Universidad Carlos III, Spain

Luis R. Gomez-Mejia, Arizona State U.

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

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

Isabel Gutierrez, Universidad Carlos III, Spain

William Ocasio, Northwestern U.

Javier Gimeno, Texas A&M U.

Luis R. Gomez-Mejia, Arizona State U.

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

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

Michael A. Hitt, Texas A&M

Robert Vecchio, U. of Notre Dame

Richard T. Mowday, U. of Oregon

Angelo S. DeNisi, Texas A&M U.

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

New Doctoral Students Consortium

Preregistration is required. You can preregister on line at the NDSC Web Site <http://u.s.6.cso.uiuc.edu/~jbmoores/registration.html>. Alternatively, preregister via email with Laquita Blockson, at blockson@vms.cis.pitt.edu, or via fax with Bonnie O'Neill at 414-229-6957.

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

Organizers

Fabio Fonti, U. of Illinois, Urbana-Champaign

Carolyn Birmingham, U. of Oklahoma

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

Organizing Committee

Presenters

Michael A. Hitt, Texas A&M U.

Arthur Jago, U. of Missouri, Columbia

Jerry Katz, Saint Louis U.

Mary Beth Marrs, Idaho State U.

Panel

Donna Blancero, Arizona State U.

Petra Christmann, U. of Virginia

Peter S. Davis, U. of Memphis

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

Heather A. Haveman, Cornell U.

Benjamin M. Lichtenstein, Boston College

John A. Miller, Bucknell U.

Mary J. Waller, U. of Wisconsin, Madison

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

Reception for the New Doctoral Students Consortium

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

Organizers

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

Presenter

William H. Starbuck, New York U.

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

Critical Management Studies: Reception

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

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

Organizer

Paul S. Adler, U. of Southern California

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

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

Sponsored by the International Programs Committee.

Organizer

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

Presenter

Anisya S. Thomas, Florida International U.

Facilitators

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

JOINTLY SPONSORED ACTIVITIES

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

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

Organizers

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

Presenters

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

Facilitators

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

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

Organizers

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

Facilitators

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

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



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

Preregistration recommended with Paul Shrivastava at 717-523-0030, by fax at 717-523-0067 or by email at Shrivast@bucknell.edu.

Sponsored by IM & MED

Organizer

Paul Shrivastava, Bucknell U.

Presenters

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

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

Organizers

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

Facilitators

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

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

Social Network Research in Organizational Studies

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

Sponsored by RM & IM

Organizers

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

Coordinator

Nicholas Athanassiou, Northeastern U.

8:00am-5:00pm
Westin
Library

OB/OMT/ODC Ph.D. Consortium

Preregister with Mary Ann Glynn at 404-727-0798 or email at MaryAnn_Glynn@bus.emory.edu.

Sponsored by OMT, OB, & ODC

Organizers

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

Panel

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

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

TIM/OCIS Doctoral Student Consortium

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

doughbert@management.mcgill.ca

Sponsored by TIM & OCIS

Organizer

Deborah Dougherty, Rutgers U.

Facilitators

Raghu Garud, New York U.

Poppy Laretta McLeod, Case Western Reserve U.

Peter Monge, U. of Southern California

Claudia B. Schoonhoven, Dartmouth College

Jean-Marc Xuereb, Groupe ESSEC

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

OCIS/TIM Junior Faculty Consortium: Perspectives on Academe

Preregister with Ilze Zigurs at 303-492-3490, by fax at 303-492-5962 or by email at zigurs@colorado.edu.

Sponsored by OCIS & TIM

Organizer

Ilze Zigurs, U. of Colorado, Boulder

Facilitators

Jon W. Beard, U. of Tulsa

V. Sambamurthy, Florida State U.

Susan G. Straus, Carnegie Mellon U.

Joseph Walther, Rensselaer

Polytechnic U.

Richard T. Watson, U. of Georgia

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

OB/OMT Junior Faculty Consortium

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

Preregister for this activity with Blake E.

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

Blake.ashforth@asu.edu, or Gerald F.

Davis, at 415-321-2052,

gerald.davis@casbs.stanford.edu The workshop runs from 6pm Friday until 12n Sunday.

Sponsored by OB & OMT

Organizers

Blake E. Ashforth, Arizona State U.

Gerald F. Davis, Columbia U.

Center for Advanced Study in the Behavioral Sciences

Tina Dacin, Texas A&M U.

Sandra L. Robinson, U. of British Columbia

Presenters

Max H. Bazerman, Northwestern U.

Janet M. Dukerich, U. of Texas at Austin

Jane Dutton, U. of Michigan

Herminia Ibarra, Harvard U.

David L. Kang, Harvard U.

Roderick M. Kramer, Stanford U.

Christine Oliver, York U.

Walter W. Powell, U. of Arizona

Anat Rafaeli, Hebrew U.

Ken G. Smith, U. of Maryland

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

Michael L. Tushman, Harvard U.

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

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

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

Sponsored by ONE, CAR, MED, & GDO

Organizer
Gordon P. Rands, Western Illinois U.

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

The Craft of Editing

Sponsored by OMT, BPS, RM, & OB

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

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

Research Strategies for Studying Organizational Foundings

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

Sponsored by RM, OMT, & ENT

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

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

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

A Case Critique Colloquium

Preregister for this activity with Timothy Edlund at 410-337-9143, by fax at 410-337-5253 or at tedlund@morgan.edu

Sponsored by BPS, MC & NACRA

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

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

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

Mentorship

Sponsored by OB & SIM

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

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

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

OMT/BPS/OB/HR Preconference Social Hour

Sponsored by OMT, BPS, OB, & HR

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

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

BUSINESS POLICY & STRATEGY

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

New Faculty Consortium

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

Chairs

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

Presenters

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

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

Doctoral Consortium

Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3582 or email at liebsk@ref.usc.edu

Organizer

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

Faculty

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

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, MOC

For details see Jointly Sponsored Activities

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

Strategies in Emerging Economies

Sponsored by BPS

Organizer

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

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

The Craft of Editing

Sponsored by OMT, BPS, RM, & OB

For details see Jointly Sponsored Activities

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

A Case Critique Colloquium

Sponsored by BPS & MC

For details see Jointly Sponsored Activities

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

For details see Jointly Sponsored Activities

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

OMT/BPS/OB/HR Preconference Social Hour

Sponsored by OMT, BPS, OB, & HR

For details see Jointly Sponsored Activities.

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CAREERS

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities.

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

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

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

Organizers

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

Presenters

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

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

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

Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

CONFLICT MANAGEMENT

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

Conflict Management Division Doctoral Consortium

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

Organizer

Laurie R. Weingart, Carnegie Mellon U.

Panel

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

ENTREPRENEURSHIP

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

Coffee and Croissants

Sponsored by Harvard U.

Organizer

Robert D. Hisrich, Case Western Reserve U.

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

The 1998 Entrepreneurship Division Doctoral and New Faculty Consortium

Preregister with William B. Gartner at 213-740-0648 or at wgartner@marshall.usc.edu

Organizers

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

Presenters

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

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

Liason Forums: Past and Future Direction

Organizer

Norris F. Krueger, Jr., Entrepreneurial Strategies

Presenters

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

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

Developing International Collaboration

Organizers

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

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

Entrepreneurship Council Luncheon

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

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

Organizers

Candida G. Brush, Boston U.

Presenters

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

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

Research Strategies for Studying Organizational Foundings

Sponsored by RM, OMT, & ENT

For details see Jointly Sponsored Activities.

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

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

Organizer

Andrew Zacharakis, Babson College

Presenters

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

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

Refreshment Break

Sponsored by Worcester Polytechnic Institute

Organizer

Robert D. Hisrich, Case Western Reserve U.

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

Mini Cases in Entrepreneurship

Organizer

Emeric Solymossy, Western Illinois U.

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

Evaluating Entrepreneurship Programs: Lessons From SUCCESS Magazine

Organizer

William B. Gartner, U. of Southern California

Presenters

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

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

The Craft of Publishing

Organizer

Thomas J. Dean, U. of Tennessee, Knoxville

Presenters

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

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

Developing and Teaching an International Case: Tissage des Vosges

Organizer

Neil Churchill, INSEAD

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

The Expatriate/Immigrant Entrepreneur

Organizer

Dennis Ray, U. of Auckland

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5:00pm-9:30pm
Offsite

**ENT Division: Preconference
Social**

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

Organizer
Robert D. Hisrich, Case Western
Reserve U.

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

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

Organizer
Ellen Ernst Kossek, Michigan
State U.

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

GENDER & DIVERSITY IN ORGANIZATIONS

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

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

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

Organizer
Ellen Ernst Kossek, Michigan State U.

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

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

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

Organizer
Ellen Ernst Kossek, Michigan State U.

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

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

Organizer
Ellen Ernst Kossek, Michigan State U.

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

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

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

*Attendees are encouraged to dress comfortably and
casually. Preregistration is encouraged. To
preregister, contact Rjacques@commerce.otago.ac.nz.*

Organizer
Roy Jacques, U. of Otago

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

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

Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

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

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

Organizer
Belle Rose Ragins, U. of Wisconsin,
Milwaukee

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

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

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

Organizers

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

Panel

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

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

**1998 GDO Doctoral Consortium
Reception**

Sponsored by the U. of Otago & GDO

Organizer

Rosemary Booth, UNC Charlotte

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

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

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

Organizer

Jacqueline S. Zinn, Temple U.

Chair

John A. Valentine, U. of Central
Florida

Presenters

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

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

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

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

Organizer

Jacqueline S. Zinn, Temple U.

Presenters

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

HEALTH CARE MANAGEMENT

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

Continental Breakfast

By invitation only

Organizer

Jacqueline S. Zinn, Temple U.

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

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

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

Organizer

Jacqueline S. Zinn, Temple U.

Presenters

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

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

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

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

Organizer

Jacqueline S. Zinn, Temple U.

Presenters

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

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

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

Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

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

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

Doctoral Consortium

Preregister with Cheri Ostroff at 602-965-3402, by fax at 602-965-8314 or by email at ostroff@asu.edu.

Organizer
Lynn M. Shore, Georgia State U.

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

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

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

The Call to Serve: Domestic and International Opportunities

Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

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

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

Information Technology: Teaching Challenges and Research Opportunities

Organizer
Lynn M. Shore, Georgia State U.

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

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities.



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HUMAN RESOURCES

Panel

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

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

**Workplace Trends: Research
Challenges and Opportunities**

Organizer
Lynn M. Shore, Georgia State U.

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

Panel

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

9:00am-5:00pm
Westin
Presidio

Junior Faculty Consortium

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

Organizer
Lynn M. Shore, Georgia State U.

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

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

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

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

Organizer
Lynn M. Shore, Georgia State U.

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

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

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

**Joint Session Junior Faculty and
Doctoral Consortium**

Organizer
Lynn M. Shore, Georgia State U

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

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

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

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

**Joint Reception Junior Faculty and
Doctoral Consortium**

Organizer
Lynn M. Shore, Georgia State U



INTERNATIONAL MANAGEMENT

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

Social Network Research in Organizational Studies

Sponsored by RM & IM

For details see Jointly Sponsored Activities

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

Junior Faculty Consortium

Preregister with Stephen E. Weiss at 416-736-2100 X 30250 or email at sweiss@bus.yorku.ca

Organizer

Stephen E. Weiss, York U.

Panel

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

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

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

Sponsored by IM & MED

For details see Jointly Sponsored Activities

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

Exploring the Domain of International Management

Organizer

Jean J. Boddewyn, Baruch College
CUNY

Presenters

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

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

Doctoral Consortium

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

Organizer

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

Panel

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

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

Reception for IM Doctoral and Junior Faculty Consortia Members

For consortia members and guests only.

Preregister for this activity with Stephen Weiss at sweiss@bus.yorku.ca or with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at jlcheng@uiuc.edu.

Organizers

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

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

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MANAGERIAL CONSULTATION

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities.

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

The Consulting Process: Diagnostic Tools and Intervention Strategies

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

Organizers

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

Presenters

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

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

A Case Critique Colloquium

Sponsored by BPS & MC

For details see Jointly Sponsored Activities

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

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

Organizers

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

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

Codes of Ethics and Conduct in Consulting Firms

Organizer

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

Presenters

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

MANAGEMENT EDUCATION & DEVELOPMENT

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities.

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

Leadership and Teamwork

Organizer

Patrick T. Malone, The PAR Group

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

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

Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

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



Integrating Group Systems Technology Into Management Development Programs

Organizer

John E. Park, Penn State U.

Presenter

Stephen B. King, Penn State U.

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

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

Organizer

Walter J. Wheatley, U. of West Florida

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



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

Organizer

Kathleen J. Powers, Willamette U.

Presenter

Lora Yasen, Tokyo International U. of American

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



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

Organizer

Abdelmagid M. Mazen, Suffolk U.

Presenter

Abdelmagid M. Mazen, Suffolk U.

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

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

Sponsored by IM & MED

For details see Jointly Sponsored Activities

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



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

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

Organizer

Patricia M. Fandt, U. of Washington, Tacoma

Facilitators

Jill Purdy, U. of Washington, Tacoma

Jeff Mello, Golden Gate U.

Gordon Dehler, U. of Dayton

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



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

Organizer

Chris Meisenhelter, York College of Pennsylvania

Presenter

Mary Meisenhelter, York College of Pennsylvania

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

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

Organizers

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

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MANAGEMENT HISTORY

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities.

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

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

Chair

Jane Whitney Gibson, Nova
Southeastern U.

Presenters

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

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

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

Chair

Jorge M. Herrera, Nova
Southeastern U.

Presenters

Time Management: Planning an Effective Schedule

Jane Whitney Gibson, Nova
Southeastern U.

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

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

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

Doctoral Student Workshop: Managing the Dissertation Process

Chair

John C. Hannon, Florida Institute of
Technology

Recent Graduates

Regina A. Greenwood, Kettering U.

Dissertation Chairs

Richard L. Kelsey, Nova
Southeastern U.

Richard M. Hodgetts, Florida
International U.

MANAGERIAL & ORGANIZATIONAL COGNITION

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

For details see Jointly Sponsored Activities

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

For details see Jointly Sponsored Activities

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ORGANIZATIONAL BEHAVIOR

8:30am-3:00pm

Westin

Imperial



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

Organizer

Joseph E. Garcia, Western
Washington U.

Presenters

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

8:00am-7:00pm

Westin

Santa Fe

OB/OMT Junior Faculty Consortium

Sponsored by OB & OMT

For details see Jointly Sponsored Activities.

12:30pm-2:30pm

Marriott South

Los Angeles

The Craft of Editing

Sponsored by OMT, BPS, RM, & OB

For details see Jointly Sponsored Activities

8:00am-5:00pm

Westin

Library

OB/OMT/ODC Ph.D. Consortium

Sponsored by OMT, OB, & ODC

For details see Jointly Sponsored Activities.

3:00pm-5:00pm

Westin

Coronado

Faculty Forum: Well-Being in the 21ST Century

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

Organizer

Maureen Ambrose, U. of Colorado,
Boulder

Panel

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

Presenters

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

8:00am-5:30pm

Westin

Sierra

Not-So-Junior Faculty Mid-Career Forum

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

Sponsored by OB

Organizers

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

Presenters

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

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

Mentorship

Sponsored by OB & SIM

For details see Jointly Sponsored Activities.

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

OMT/BPS/OB/HR Preconference Social Hour

Sponsored by OMT, BPS, OB, & HR

For details see Jointly Sponsored Activities.

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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

TIM/OCIS Doctoral Student Consortium

Sponsored by TIM & OCIS

For details see Jointly Sponsored Activities.

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

OCIS/TIM Junior Faculty Consortium: Perspectives on Academe

Sponsored by OCIS & TIM

For details see Jointly Sponsored Activities.

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

OCIS Mid-Career Workshop

Preregister with Robert W. Zmud at 850-644-4713, by fax at 850-644-8225 or by email at hzzmud@cob.fsu.edu.

Organizer

Robert W. Zmud, Florida State U.

Facilitators

Calvin Downs, U. of Kansas
Janet Fulk, U. of Southern California
M. Scott Poole, Texas A&M U.
Daniel Robey, Georgia State U.
Arun Rai, Georgia State U.

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

OCIS Professional Development Reception

Organizer

JoAnne Yates, Massachusetts
Institute of Technology

ORGANIZATION DEVELOPMENT & CHANGE

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

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

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

Organizer

Rupert F. Chisholm, Pennsylvania
State U., Harrisburg

Coordinators

Max Elden, U. of Houston, Clear
Lake
Thoralf Ovale, Work Research
Institute, Oslo

8:00am-5:00pm
Westin Library

OB/OMT/ODC Ph.D. Consortium

Sponsored by OMT, OB, ODC

For details see Jointly Sponsored Activities.

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities.

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OPERATIONS MANAGEMENT

8:00am-5:00pm
Westin
Balboa

1998 OM Division Doctoral Student Consortium

Preregister with Cecil C. Bozarth at 919-515-4511, by fax at 919-515-6943 or email at Cecil_Bozarth@ncsu.edu.

Organizer

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

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

Research Strategies for Studying Organizational Foundings

Sponsored by RM, OMT, & ENT

For details see Jointly Sponsored Activities.

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

For details see Jointly Sponsored Activities.

ORGANIZATION & MANAGEMENT THEORY

8:00am-5:00pm
Westin
Library

OB/OMT/ODC Ph.D. Consortium

Sponsored by OMT, OB, & ODC

For details see Jointly Sponsored Activities.

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

Three Conversations to Build Theory About Organizational Action

Sponsored by BPS, OMT, & MOC

For details see Jointly Sponsored Activities.

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

OB/OMT Junior Faculty Consortium

Sponsored by OB & OMT

For details see Jointly Sponsored Activities.

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

The Craft of Editing

Sponsored by OMT, BPS, RM, & OB

For details see Jointly Sponsored Activities

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

OMT/BPS/OB/HR Preconference Social Hour

Sponsored by OMT, BPS, OB, & HR

For details see Jointly Sponsored Activities.

ORGANIZATIONS & THE NATURAL ENVIRONMENT

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

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

Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities.

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

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

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

Organizers

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

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PUBLIC & NONPROFIT SECTOR

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

**Strategies for Prolific Researchers**

Preregister for this activity with Maria L. Nathan at 210-458-5779 by fax at 210-458-5783 or by email at nathan.utsa.edu.

Organizer

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

Panel

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

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

Service-Learning/Service-Activity*Organizers*

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

Facilitator

Edward Zlotkowski, American Association of Higher Education

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

**Articulating Your Philosophy of Teaching**

Preregister for this activity with Maria L. Nathan at 210-458-5779 by fax at 210-458-5783 or by email at mnathan.utsa.edu

Organizer

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

Panel

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

RESEARCH METHODS

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

Social Network Research in Organizational Studies

Sponsored by RM & IM

For details see Jointly Sponsored Activities.

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

Varieties of Interpretive Methods

Preregister with Dvora Yanow at 510-885-3282, by fax at 510-885-3726 or email at Dyanow@csuhayward.edu.

Organizer

Dvora Yanow, California State U.

Presenters

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

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

The Craft of Editing

Sponsored by OMT, BPS, RM, OB

For details see Jointly Sponsored Activities

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

Research Strategies for Studying Organizational Foundings

Sponsored by RM, OMT, & ENT

For details see Jointly Sponsored Activities.

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

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

Pushkala Prasad, U. of Calgary

Presenters

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

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

Teaching Ethnography

Organizer

Robert P. Gephart, U. of Alberta

Presenter

John Van Maanen, Massachusetts
Institute of Technology

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

SOCIAL ISSUES IN MANAGEMENT

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

Doctoral Consortium

By invitation only.

Coordinators

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

Presenters

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

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

Faculty Workshop: Renewing/Recreating SIM for the New Millennium

Sponsored by SIM

Coordinators

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

Presenters

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

Facilitators

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

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

Mentorship

Sponsored by OB & SIM

For details see Jointly Sponsored Activities.

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

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

Sponsored by SIM

Coordinator

Linda Klebe Trevino, Pennsylvania
State U.

Presenter

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

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

Welcoming Reception

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

Coordinator

Linda Klebe Trevino, Pennsylvania
State U.

TECHNOLOGY & INNOVATION MANAGEMENT

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

TIM/OCIS Doctoral Student Consortium

Sponsored by TIM & OCIS

For details see Jointly Sponsored Activities.

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

OCIS/TIM Junior Faculty Consortium: Perspectives on Academe

Sponsored by OCIS & TIM

For details see Jointly Sponsored Activities.

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Sunday, August 9

ALL-CONVENTION ACTIVITIES

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

Registration
Executive Director
Nancy Urbanowicz, Academy of Management

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

What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?
Director of Membership
Carolyn Wiley, Georgia State U.

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

Placement
Open to receive forms and to distribute books listing pre-registered applicants and positions.
Director of Placement
Charlotte Sutton, Auburn U.

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

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

Refreshment break at : pm

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

Placement
Director of Placement
Charlotte Sutton, Auburn U.

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

Global Networking Hospitality Suite: Connecting Across Borders

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

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

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

All-Academy Business Meeting

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

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

Presiding
William H. Starbuck, New York U.

Distinguished Executive
Andrew S. Grove, Intel Corporation

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

All-Academy Reception

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

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

All-Academy Dance

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

Barnard Society

Facilitator
Paul C. Godfrey, Brigham Young U.

ALL-ACADEMY SYMPOSIA: "WHAT MATTERS MOST"

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

Peace Matters Most

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

Chair

Nancy Roberts, U. S. Naval Postgraduate School

Facilitator

Frank Joseph Barrett, U. S. Naval Postgraduate School

Metaphors of Peace

J. B. Ritchie, Brigham Young U.

Stakeholder Collaboration and Planning in Crisis Countries

Nancy Roberts, U. S. Naval Postgraduate School

United Religious Initiative

David L. Cooperrider, Case Western Reserve U.

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

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

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

Chair

Richard M. Hodgetts, Florida International U.

Distinguished Speaker

Peter F. Drucker, Claremont Graduate

Discussants

Warren Bennis, U. of Southern California
Steven Kerr, GE Management Development Institute

ACADEMY GOVERNANCE MEETINGS

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

Board of Governors Meeting

Presiding

William H. Starbuck, New York U.

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

International Programs Committee Meeting

Presiding

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

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

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

Presiding

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

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

Current (1997-98) Program Chairpersons

Presiding

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

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

People of Color Committee Meeting

Presiding

Stella Nkomo, U. of North Carolina, Charlotte

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

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

Presiding

David A. Whetten, Brigham Young U.

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

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

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

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

Orientation for New Members

Presiding
Carolyn Wiley, Georgia State U.

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

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

Presiding
Jean M. Bartunek, Boston College

EDITORIAL BOARD MEETINGS

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

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

Presiding
JoAnn Duffy, Sam Houston State U.

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

Organization Science, Senior Editors

Presiding
Arie Y. Lewin, Duke U.

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

**Officers of Regional Academy of
Management Associations**

Presiding
Tim O. Peterson, TOPerformance

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

Journal of Management Inquiry

Presiding
Paul M. Hirsch, Northwestern U.

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

**Officers of the Midwest Academy of
Management**

Presiding
Brian P. Niehoff, Kansas State U.

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

Group & Organization Management

Presiding
P. Christopher Earley, Indiana U.,
Bloomington

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

**Officers of the Southern Academy of
Management**

Presiding
Chester A. Schriesheim, U. of Miami

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

Management

Presiding
Bernard Forgues, IAE, Tours

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

**Officers of the Southwest Academy
of Management**

Presiding
Tim O. Peterson, TOPerformance

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

**Journal of Occupational Health
Psychology**

Presiding
James Campbell Quick, U. of Texas,
Arlington

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

**Officers of the Western Academy of
Management**

Presiding
Joan Dahl, California State U.,
Northridge

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

Organization

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

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

Academy of Management Executive

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

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

Academy of Management Journal

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

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

Academy of Management Review

Presiding
Ken G. Smith, U. of Maryland

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

Journal of Management Education

Presiding
Diana Bilimoria, Case Western
Reserve U.

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

Journal of Management Education Reception

Presiding
Diana Bilimoria, Case Western
Reserve U.

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

Administrative Science Quarterly

Presiding
Christine Oliver, York U.

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

Journal of Management

Presiding
Robert Vecchio, U. of Notre Dame

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

Organization Science Editorial Review Board Meeting Reception

Presiding
Arie Y. Lewin, Duke U.

BROAD APPEAL ACTIVITIES

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

Critical Management Studies: Continental Breakfast

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

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

Organizer
Paul S. Adler, U. of Southern
California

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

Critical Management Studies: Workshop Meeting

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

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

Organizer
Paul S. Adler, U. of Southern
California

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

Exploring Academy Transformation Through E-media

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

Sponsored by the Board Of Governors.

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

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Participants

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

8:00am- 10:00am

Marriott South
Marina E

9:00am-12:00n

Marriott South
Coronado

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

Open to everyone.

Organizers

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

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

Sponsored by Asia Academy of Management

Co-Chair

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

*A Brief Review of Management Sciences in
China*

Siwei Cheng, National Natural Science
Foundation of China

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

Fengming Song, Tsinghua U.

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

Weixuan Xu, Chinese Academy of
Sciences

Development of Behavioral Sciences in China

Long Chen, Chinese Academy of
Sciences

Some Progress of Operations Research in China

Shouyang Wang, National Natural
Science Foundation of China

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

Hongmin Chen, Shanghai Jiaotong
U.

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

**International Programs Committee
Members Lunch**

By invitation only.

Organizer

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

8:00am-12:00n
Westin
Library

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

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

MaryAnn_Glynn@bus.emory.edu.

Sponsored by OMT, OB, ODC

Organizers

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

Mary Ann Glynn, Emory U.

William R. Torbert, Boston College

Panel

Ella Edmondson Bell, U. of North Carolina, Charlotte

Joel Brockner, Columbia U.

Jennifer A. Chatman, U. California Berkeley

Barbara Gray, Penn State U.

Mary Jo Hatch, Cranfield U.

Rita D. Kosnik, Trinity U.

Carrie R. Leana, U. of Pittsburgh

Anne S. Miner, U. of Wisconsin, Madison

Christine Oliver, York U.

Dennis W. Organ, Indiana U.

Hayagreeva Rao, Emory U.

Peter Reason, U. of Bath

Denise M. Rousseau, Carnegie Mellon U.

Gretchen M. Spreitzer, U. of Southern California

James P. Walsh, U. of Michigan

JOINTLY SPONSORED ACTIVITIES

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

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

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

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

Organizers

Daniel F. Twomey, Fairleigh Dickinson U.

Jeanna Wirtenberg, Public Service Electric & Gas

Peter Roche, London, Perret, Roche Group

Daniel Kowalski, Department of Veteran's Affairs

Kim A. Steckley, Hoffman-LaRoche Inc.

Marlow Christensen, Fairleigh Dickinson U.

Collette Thomas, AT&T

Facilitators

Jeanna Wirtenberg, Public Service Electric and Gas

Monica McGrath, Public Service Electric and Gas

George L. Roth, Massachusetts Institute of Technology

Drew L. Harris, Fairleigh Dickinson U.

William K. Hengen, Jr, Cypress Consulting International

William Snyder, Social Capital Group

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

Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM

Organizer

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

Facilitator

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

Presenters

Jennifer A. Chatman, U. of California, Berkeley

Cristina B. Gibson, U. of Wisconsin

Fred Luthans, U. of Nebraska, Lincoln

Gail Pesyna, Sloan Foundation

Judy Sloan, Citicorp Behavioral Science Research Council

S. Michael Camp, Kauffman Foundation

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



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

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

Sponsored by OCIS & MED

Organizer

JoAnne Yates, Massachusetts
Institute of Technology

Panel

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

Facilitators

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

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

**OB/OMT Junior Faculty
Consortium**

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

Sponsored by OB & OMT

Organizers

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

Presenters

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

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



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

Sponsored by MED & ODC

Organizer

Judith A. Neal, U. of New Haven

Presenters

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

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

The Craft of Reviewing

Sponsored by BPS & OMT

Organizer

Peter J. Lane, Arizona State U.

Presenters

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

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

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

Sponsored by BPS, IM, & OMT

Organizer

Kam-hon Lee, Chinese U. of Hong
Kong

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

Interpreting Qualitative Data: The 'Who' Matters

Sponsored by RM & OB

Organizer

Karen Golden-Biddle, U. of Alberta

Presenters

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

Discussant

John Van Maanen, Massachusetts
Institute of Technology

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

New Faculty Consortium

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

Chairs

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

Presenters

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

BUSINESS POLICY & STRATEGY

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

Doctoral Consortium

Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3582 or by email at liebsk@ref.usc.edu

Sponsored by BPS

Organizers

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

Faculty

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

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

Translating Cases Into Academic Research

Organizer

Anne Ilinitich, U. of North Carolina

Panel

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

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

Workshop Consortium: Managing Your Dissertation

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

Organizer

Gautam Ahuja, U. of Texas, Austin

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

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

Sponsored by BPS, IM, & OMT

For details see Jointly Sponsored Activities.

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

The Craft of Reviewing

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

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

1998 Entrepreneurship Division Doctoral and New Faculty Consortium

*Preregister with William B. Gartner at
213-740-0648 or email at
wgartner@marshall.usc.edu*

Organizers

William B. Gartner, U. of Southern
California

Nancy M. Carter, U. of St. Thomas

Presenter

Rita Gunther McGrath, Columbia U.

CAREERS

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities

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

Venture Capital Around the World: Building an International Research Team

Organizer

Garry D. Bruton, Texas Christian U.

Presenters

Sophie Manigart, U. of Ghent

Vance Fried, Oklahoma State U.

Wan Chun Cheong, Chinese U. of
Hong Kong

CONFLICT MANAGEMENT

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

Conflict in Academe: Do We Practice What We preach?

Organizers

Judi McLean Parks, Washington U.

Thomas M. Tripp, Washington State U.

Panel

Roy J. Lewicki, The Ohio State U.

Cynthia Kay Stevens, U. of Maryland

Judi McLean Parks, Washington U.

Douglas McKinley, General Counsel to
Integrated Environmental
Technologies

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

Developing Doctoral Courses in Entrepreneurship

Organizers

G. Dale Meyer, U. of Colorado,
Boulder

Jerome A. Katz, St. Louis U.

Presenters

Sharon A. Alvarez, U. of Colorado,
Boulder

Gregory P. Konz, John Carroll U.

Heidi M. Neck, U. of Colorado,
Boulder

ENTREPRENEURSHIP

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

Coffee and Croissants

*Sponsored by Entrepreneurship Theory
& Practice Journal*

Organizer

Robert D. Hisrich, Case Western
Reserve U.

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

Refreshment Break

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

Organizer

Robert D. Hisrich, Case Western
Reserve U.

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

**International Perspective on
Entrepreneurship Funding and
Centers**

Organizer
Robert D. Hisrich, Case Western
Reserve U.

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

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

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

Organizer
Lerner Miri, Tel Aviv U.

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

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

Coordinator
Ruth Yoshiko Okimoto; CSPP-
Alameda

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

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

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

Panel
T. B. A.

GENDER & DIVERSITY IN ORGANIZATIONS

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

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

**1998 GDO Doctoral Consortium:
Continental Breakfast**

Organizer
Roy Jacques, U. of Otago

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

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

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

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

Continental Breakfast

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

Organizer
Jacqueline S. Zinn, Temple U.

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

Getting Your Research Funded

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

Organizer
Jacqueline S. Zinn, Temple U.

Chair
Grant T. Savage, Texas Tech U.

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

HEALTH CARE MANAGEMENT

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

The Craft of Reviewing

Preregister for this activity with Jacqueline S. Zinn at 215-204-1684 , by fax at 215-204-3851 or by email at zinn@vm.temple.edu.

Organizer

Jacqueline S. Zinn, Temple U.

Chair

Pamela L. Pommerenke, Michigan State U.

Presenters

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

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

Publishing Without Perishing: The Editor's Perspective

Preregister for this activity with Jacqueline S. Zinn at 215-204-1684 , by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer

Jacqueline S. Zinn, Temple U.

Chair

Jon Chilingirian, Brandeis U.

Presenters

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

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

Doctoral Consortium

Preregister with Cheri Ostroff at 602-965-3402, by fax at 602-965-8314 or by email at ostroff@asu.edu.

Organizer

Lynn M. Shore, Georgia State U.

Coordinators

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

Presenters

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

8:30am-12:00n
Westin
Presidio

Junior Faculty Consortium

Preregister for this activity with Mark A. Huselid 732-445-5445 by fax at 732-494-4619 or email at huselid@rci.rutgers.edu.

Organizer

Lynn M. Shore, Georgia State U.

Coordinator

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

Presenters

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

HUMAN RESOURCES

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities

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10:00am-12:00n
Westin
Coronado



What Matters Most in Teaching HRM? Academic and Practitioner Perspectives

Organizer
Lynn M. Shore, Georgia State U.

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

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

Discussant
Mark Ernst

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

Junior Faculty Consortium (Continued from Saturday)

Organizer
Stephen E. Weiss, York U.

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

China Business Studies

Organizer
Carolyn B. Erdener, Hong Kong Baptist U.

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

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

Research About Emerging Market Economies

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

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

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

INTERNATIONAL MANAGEMENT

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

Doctoral Consortium (Continued from Saturday)

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

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

10:30am-12n
Convention Center
8

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

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

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

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

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

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

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MANAGERIAL CONSULTATION

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

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

Consultation Clinic: Issues, Concerns, and Challenges

Sponsored by MC
Organizer
David Jamieson, Pepperdine U.
Coordinator
Craig Lundberg, Cornell U.

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

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

Sponsored by MC
Organizer
Ralph H. Kilmann, U. of Pittsburgh

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

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

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

Sponsored by OCIS & MED
For details see Jointly Sponsored Activities.

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

The Soul of Great Teaching -- Espiriting Your Career

Sponsored by MED & ODC
For details see Jointly Sponsored Activities.

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

Assessments Are Tricky: Comparing Strategies for Outcomes Assessments

Sponsored by MED
Organizer
Razelle Frankl, Rowan College of New Jersey



Coordinator
Marvelle Colby, Marymount Manhattan College

Presenters
Jack Byrne, National U.
Patricia M. Fandt, U. of Washington, Tacoma
Iris Tiemessen, Bentley College

MANAGEMENT EDUCATION & DEVELOPMENT

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

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

Sponsored by MED
Organizer
Robert J. DeFillippi, Suffolk U.



Presenter
Theo Brandt-Sariff, Travel Savings Network

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MANAGEMENT HISTORY

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

Practitioner Series: Collaborative Research -- An Action Learning Workshop

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

For details see Jointly Sponsored Activities

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



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

Chair
Charles W. Blackwell, Nova
Southeastern U.

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

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

Professional Development Workshop: Managing the Publication Process

Chair
Massoud Farahbakhsh, Salem State
College

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

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

Professional Development Workshop: Participating in Conferences and Professional Development Activities

Sponsored by MH

Chair
Kerry David Carson, U. of
Southwestern Louisiana

Presenters

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

Writing Book Reviews
Jane Whitney Gibson, Nova
Southeastern U.

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

MANAGERIAL & ORGANIZATIONAL COGNITION

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

Cognition in the Rough

Preregister with Cynthia Emrich at 765-494-4511, by fax at 765-494-9658 or by email at cindy@mgmt.purdue.edu.

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

Panel
Neal M. Ashkanasy, U. of
Queensland
Jack Feldman, Georgia Institute of
Technology
C. Marlene Fiol, U. of Colorado-
Denver
Howard Garland, U. of Delaware
Lynn A. Isabella, U. of Virginia
Rhonda K. Reger, U. of Maryland
Sim B. Sitkin, Duke U.

ORGANIZATIONAL BEHAVIOR

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

OB/OMT Junior Faculty Consortium

Sponsored by OB & OMT

For details see Jointly Sponsored Activities.

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

Getting National Research Grants

Sponsored by RM, OMT, OB, TIM

For details see Jointly Sponsored Activities.

8:00am-12:00n
Westin
Library

OB/OMT/ODC Ph.D. Consortium

Sponsored by OMT, OB, & ODC

For details see Jointly Sponsored Activities.

8:00am-12:00n
Marriott South
La Jolla

Senior Faculty Consortium

Preregister with Ramon J. Aldag at 608-263-3771 by fax at 608-263-0477 or by email at rjaldag@facstaff.wisc.edu

Coordinator

Ramon J. Aldag, U. of Wisconsin,
Madison

10:00am-12:00n
Westin
Plaza B

Incorporating New Research Into the Teaching of Organizational Behavior: A Roundtable Session

Organizer

Jennifer M. George, Texas A&M U.

Ricky W. Griffin, Texas A&M U.

Presenters

Arthur P. Brief, Tulane U.

Jeffrey R. Edwards, U. of North
Carolina

Jennifer M. George, Texas A&M U.

Ricky W. Griffin, Texas A&M U.

Anne M. O'Leary-Kelly, U. of Arkansas

Sandra L. Robinson, U. of British
Columbia

Denise M. Rousseau, Carnegie-
Mellon U.

Barry M. Staw, U. of California,
Berkeley

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

Interpreting Qualitative Data: The 'Who' Matters

Sponsored by RM & OB

For details see Jointly Sponsored Activities.

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

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

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

Sponsored by OCIS & MED

For details see Jointly Sponsored Activities.

ORGANIZATION DEVELOPMENT & CHANGE

8:00am-12:00n
Westin
California A

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

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

Organizer

Rupert F. Chisholm, Pennsylvania
State U., Harrisburg

Coordinator

Max Elden, U. of Houston, Clear
Lake

Thoralf Ovale, Work Research Institute,
Oslo

8:00am-12:00n
Westin
Imperial

Common Body of Knowledge for Master Level Programs in ODC

Organizer

Glenn Varney, Bowling Green State U.



8:00am-12:00n
Westin
Library

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

Sponsored by OMT, OB, ODC

For details see Jointly Sponsored Activities.

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

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

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

For details see Jointly Sponsored Activities

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

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

Sponsored by MED & ODC

For details see Jointly Sponsored Activities.

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

**OB/OMT Junior Faculty
Consortium**

Sponsored by OB & OMT

For details see Jointly Sponsored Activities.

8:00am-12:00n
Westin
California C

**Teaching Roundtable:
Electronic Technologies in
Teaching Organizational Theory**

Organizer

Paul A. Fouts, Golden Gate U.

Panel

Richard Freedman, New York U.
Ari Ginsberg, New York U.
Richard L. Daft, Vanderbilt U.
Walter Stevenson, Golden Gate U.
Jack Brittain, U. Texas, Dallas
Natalie Anderson, Prentice-Hall
Howard Husock, Harvard U.



OPERATIONS MANAGEMENT

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

**Teaching Supply Chain
Management**

Organizer

Robert B. Handfield, Michigan State U.

Panel

Stanley E. Fawcett, Brigham Young U.
Jan L. Hartley, Bowling Green State U.



10:00am-12:00n
Westin
Sierra

**Continuing Education Seminar:
Trends in Corporate Governance
Research**

Organizers

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

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

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

Sponsored by BPS, IM, & OMT

For details see Jointly Sponsored Activities.

ORGANIZATION & MANAGEMENT THEORY

8:00am-10:00am
Westin
Sierra

**Continuing Education Seminar:
Trends in Research on
Institutional Change**

Organizers

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

8:00am-12:00n
Westin
Library

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

Sponsored by OMT, OB, & ODC

For details see Jointly Sponsored Activities.

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

Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM

For details see Jointly Sponsored Activities.

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

The Craft of Reviewing

Sponsored by BPS & OMT

For details see Jointly Sponsored Activities.

9:00am-10:30am
Convention Center
10



Teaching Management Across Different Schools/Settings

Organizer

Rikki Abzug, New York U.

Panel

Melissa M. Stone, U. of
Minnesota

Mary Tschirhart, Indiana U.

Sue R. Faerman, State U. of New
York/Albany

Roland Kushner, Lafayette College

ORGANIZATIONS & THE NATURAL ENVIRONMENT

8:30am-12:00n
Marriott South
Torrance

Envisioning and Managing Successful Careers in the Realm of ONE

The purpose of this session is to provide information and advice to Ph.D Students and others in early stages of their careers who want to help develop the field of ONE through research and teaching contributions. Preregister for this session with Thomas Gladwin at tgadwin@stern.nyu.edu or at 212-998-0426.

Organizer

Thomas Gladwin, New York U.

10:30am-12:00n
Convention Center
10

What Matters Most: Organization Theory From Nonprofit and Public Organizations

Organizer

Rikki Abzug, New York U.

Panel

Walter W. Powell, U. of Arizona

W. Richard Scott, Stanford U.

Joseph J. Galaskiewicz, U. of
Minnesota

PUBLIC & NONPROFIT SECTOR

8:00am-12:00n
Marriott South
Green Room



Teaching-Research-Service Balance Issues

Organizer

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

Panel

Sue R. Faerman, State U. of New
York, Albany

James L. Perry, Indiana U.

Mary Tschirhart, Indiana U.,
Bloomington

8:00am-10:00am
Convention Center
16A

Ask the Experts: Qualitative Issues

Organizer

Karen Golden-Biddle, U. of Alberta

Presenters

David M. Boje, New Mexico State U.

Daniel J. Brass, Pennsylvania State U.

Mark Easterbery-Smith, U. of
Lancaster

Robert P. Gephart, U. of Alberta

Boris Kabanoff, Queensland U. of
Technology

Gideon Kunda, Tel Aviv U. /
Stanford U.

Charlotte Linde, Institute for Research
and Learning / Stanford U.

Karen D. Locke, College of William
and Mary

Ellen O'Connor, U. California,
Berkeley / FX Palo Alto

Grace Ann Rosile, New Mexico State U.

Dvora Yanow, California State U.

Mary Yoko Brannen, U. of Michigan

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8:30am-10:00am
Marriott South
Los Angeles

Handling Missing Data

Organizers

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

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

Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM

For details see Jointly Sponsored Activities.

10:00am-12:00n
Convention Center
16A

Ask the Experts: Quantitative Issues

Organizers

Donald D. Bergh, Pennsylvania State U.
David A. Hofmann, Texas A&M U.

Presenters

Nathan Bennett, Louisiana State U.
Mark B. Gavin, Oklahoma State U.
Mark Griffin, U. of Queensland
Thomas W. Lee, U. of Washington
Roni Reiter-Palmon, U. Nebraska, Omaha
Robert J. Vandenberg, U. of Georgia
Larry J. Williams, U. of Richmond

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

Interpreting Qualitative Data: The 'Who' Matters

Sponsored by RM & OB

For details see Jointly Sponsored Activities.

SOCIAL ISSUES IN MANAGEMENT

9:30am-12:00n
Marriott South
Board Room

Theory Development Workshop: Building Theory That Matters -- Reaching A Wider Audience

*Sponsored by SIM & Co-sponsored by
The Society for Business Ethics*

Coordinators

Deborah Vidaver-Cohen, Florida International U.
Linda Klebe Trevino, Pennsylvania State U.

Presenters

Eric Abrahamson, Columbia U.
John Dienhart, St. Cloud State U.
Thomas Donaldson, U. of Pennsylvania

TECHNOLOGY & INNOVATION MANAGEMENT

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

Getting National Research Grants

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

9:00am-12:00n
Marriott North
Torrey 3

TIM Research: What Matters Most?

Organizer

Johannes M. Pennings, U. of Pennsylvania

Panel

Deborah Dougherty, Rutgers U.
George F. Farris, Rutgers U.
Jeffrey Liker, U. of Michigan

Monday, August 10

**M
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ALL-CONVENTION ACTIVITIES

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

Registration

Executive Director
Nancy Urbanowicz, Academy of
Management

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

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

Director of Membership
Carolyn Wiley, Georgia State U.

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

Placement

Director of Placement
Charlotte Sutton, Auburn U.

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

Exhibits

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

Refreshment break at 10:00 am
sponsored by Prentice Hall
Refreshment break at 2:00 pm
sponsored by Cason-Hall Publishers

10:00 am - 4:00 pm
Marriott North
Marriott Hall

International Programs Committee Information Booth

*Drop by the booth to share your information on
international activities and find out what's happening
around the academic world.*

Coordinators
Carolyn R. Dexter, Pennsylvania
State U., Harrisburg
Anne Davis, U. of St. Thomas
Eleanor O'Higgins, U. College, Dublin

10:00 am - 4:00 pm
Marriott South
Boardroom

Global Networking Hospitality Suite: Connecting Across Borders

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

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

6:30 pm - 8:30 pm
Marriott North
Bayside Pavilion

Monday Evening Reception In Honour of New and Non-U.S. Members

All Members Invited

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

7:00 pm - 9:00 pm
Marriott South
Point Loma

4th Annual No-Host Dinner

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

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

Keynote Speaker
Warren Bennis, U. of Southern
California

ALL-ACADEMY SYMPOSIA: "WHAT MATTERS MOST"

9:00 am – 10:20 am

Marriott South
Marina G

**Doing What Really Matters:
Organizational Researchers as Public
Scholars**

The 1990's have brought a re-emergence of the 'public scholar' – the academic who attempts to redress, rather than just describe, critical problems in society. In this symposium we will discuss why organizational researchers are generally reticent in the arena of public affairs, and suggest ways they can make more visible contributions to public scholarship.

Chair

Carrie R. Leana, U. of Pittsburgh

Panel

Peter Cappelli, U. of Pennsylvania
Thomas A. Kochan, Massachusetts
Institute of Technology
Carrie R. Leana, U. of Pittsburgh
William Ouchi, U. of California, Los
Angeles
Jeffrey Pfeffer, Stanford U.

9:00 am - 10:20 am

Marriott North
San Diego A

**Something That Surely Matters--The
Question Is: How Much?**

This symposium explores the intersection between corporate-sponsored community initiatives and socially responsive business education. If it is true, as some have claimed, that the current wave of corporate community involvement represents an important new dimension in corporate philanthropy, then the implications for business education and scholarship are substantial.

Co-Chairs

Sandra Waddock, Boston College
Edward Zlotkowski, American
Association for Higher Education

Discussants

Raymond E. Miles, U. of California,
Berkeley
James P. Walsh, U. of Michigan

Something Surely Matters, but How Much?:

An Overview

Edward Zlotkowski, American
Association for Higher Education

10:40 am - 12:00 pm

Marriott North
San Diego B

*The America's Promise Challenge:
Engaging the Private Sector to Serve
Children and Youth*

Rae K. Grad, America's Promise

A Corporate Perspective on America's Promise

Mary Jean Duran, Tricon Global
Restaurants / Taco Bell Foundation

Management Education and Volunteerism

Sandra Waddock, Boston College

**What Matters Most: Enhancing the
Quality of Our Human Ties Through
Service-Learning**

Service-learning as an academic pedagogy raises a wide range of important questions, ranging from the role of the university in society, to faculty workload issues. Panel examine key aspects of service-learning, raising issues of pedagogy, acceptance by our professional community, and moral responsibility in a free society.

Chair

Laurie N. DiPadova, U. of Utah

Discussants

Sue R. Faerman, State U. of New
York, Albany
Paul C. Godfrey, Brigham Young U.

*Service and Renewal of American Higher
Education: Two Things That Urgently Matter*

Edward Zlotkowski, American
Association for Higher Education

*A Challenge to Service-Learning Educators:
Where Is the Beef?*

Susan Chesteen, U. of Utah
John A. Miller, Bucknell U.

*Professional Unpaid Service to the Community:
Why Do We Do It, How Does It Contribute to
Our Profession, and Why Should We
Encourage Our Students to Do It?*

Dennis R. Briscoe, U. of San Diego

*Toward the Moral Dimensions of
Service-Learning in a Democratic Society*

David W. Hart, Brigham Young U.
Larry T. Pate, U. of Wisconsin
Laurie N. DiPadova, U. of Utah

12:20 pm - 2:10 pm
Marriott North
San Diego B

**What Matters Most in Leadership:
A 60 Nation Study**

Findings of the Global Leadership and Organizational Behavior Effectiveness Research program (GLOBE) will be presented. GLOBE is a study of leadership and organizational practices in 60 countries involving 170 investigators. Two panels of GLOBE investigators will discuss implications for what matters most globally and in their specific cultures.

Chair

Robert J. House, U. of Pennsylvania

Highlights of the GLOBE World-Wide Study

Robert J. House, U. of Pennsylvania
Paul J. Hanges, U. of Maryland
Mansour Javidan, U. of Calgary

Implications of GLOBE World-Wide Empirical Findings for Organizational Behavior and Management

Marius Van Wyk, U. of South Africa
Simon Booth, U. of Reading
Felix Brodbeck, U. of Munchen
Jeff C. Kennedy, Lincoln U.
Nikolai Rogovsky, International Labor Organization, Switzerland

Implications of GLOBE Country-Specific Empirical Findings for Organizational Behavior and Management

Michael Grechev, Institute for Economic Policy Forecasting, Russia
Neal M. Ashkanasy, U. of Queensland
Lisa Booysen, U. of South Africa
Ping Ping Fu, State U. of New York, Albany
Martin Lindell, Swedish School of Economics, Finland

2:30 pm - 3:50 pm
Marriott North
San Diego B

Privatization and Entrepreneurial Transformation

Over the last decade, 3,200 privatization transactions have been initiated in developing economies, to revitalize established companies and to promote their entrepreneurial activities. Privatization also encourages the creation of new companies. Panel members will interact with the audience to explore contemporary ideas and approaches used to stimulate entrepreneurial activities in emerging economies.

Co-Chairs

Duane Ireland, Baylor U.
Michael A. Hitt, Texas A&M U.
Isabel Gutierrez, U. Carlos III
Shaker A. Zahra, Georgia State U.

Panel

Mary Ann Von Glinow, Florida International U.
Vicente Salas Fumas, U. de Zaragoza
Julio O. De Castro, U. of Colorado, Boulder
John Child, Cambridge U.
Ming-Jer Chen, U. of Pennsylvania

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

What Matters Most: Alternative Work Arrangements and Changing Definitions of Professional and Managerial Work

Alternative work arrangements, such as working part-time and job sharing, are changing the way work is accomplished. This symposium addresses 'What Matters Most' to organizations trying to develop a competitive workforce, employees struggling to balance work-life issues, and academics seeking to understand the changing nature of work and careers.

Co-Chairs

Michelle Buck, McGill U.
Margaret L. Williams, Virginia Commonwealth U.

Discussant

Denise M. Rousseau, Carnegie Mellon U.

Presenters

Stephen Andrew, KPMG Canada
Mary Dean Lee, McGill U.
Leslie Borrelli, McGill U.
Sharon Leiba-O'Sullivan, Concordia U.
Stew Friedman, U. of Pennsylvania
Shelley M. MacDermid, Purdue U.

SHOWCASE SYMPOSIA

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



Why Critical Thinking Really Matters: Debates and Perspectives on Critical Management Education

What matters most in our profession challenges us to think critically about the role, focus, and relationship of management education to 'management' and the process of 'managing'. What is critical thinking and what being 'critical' means in critical theory today are debated and explored from various perspectives.

Showcase symposium sponsored by MED, MOC & OMT

Chair

Elena P. Antonacopoulou, U. of Warwick

What Is It to Be Critical? Teaching a Critical Approach to Management

Elena P. Antonacopoulou, U. of Warwick

John Mingers, U. of Warwick

Thinking Backward: Metaphysical Inquiry and the Education of Managers

Robert Chia, U. of Essex

Making Management Learning Critical: Possibilities and Prospects

Hugh Willmott, U. of Manchester

What's Critical About Critical Thinking

Stewart Clegg, U. of Technology, Sydney

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

Organizing in Turbulent Environments: Multiple Perspectives, Multiple Methods

Organizations are increasingly facing turbulent environments in which technologies, markets, rivalries, and practices are changing with an unrelenting pace. In this symposium we showcase multiple perspectives and multiple methods of research-in-progress that reviews how managers organize in turbulent environments, and make recommendations on how these organizing paradigms should change.

Showcase symposium sponsored by BPS & OMT

Co-Chairs

Giuseppe Audia, London Business School

Narasimhan Anand, London Business School

Discussants

Hayagreeva Rao, Emory U.

Richard L. Daft, Vanderbilt U.

Interpretive Stance in Inchoate Industries: The Case of Web Publishing

Narasimhan Anand, London Business School

The Impact of Interdependence and Adaptability on Organizational Growth Rates Among Computer Workstation Manufacturers, 1980-1996

Olav Sorenson, U. of Chicago

Individual Routines and the Effectiveness of Strategic Decision Makers in Changing Environments

Giuseppe Audia, London Business School

Edwin A. Locke, U. of Maryland

Downsizing in Environmental Turbulence: Whose Construct Is It?

Mary R. Watson, Vanderbilt U.

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

**Lead, Follow, or Get Out of the Way:
Negotiating a Balance Between
Strategic Distinctiveness and
Institutional Legitimacy**

This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers 'negotiate a balance' between the contradictory forces of competitive advantage through distinctiveness, and institutional legitimacy through isomorphism.

Showcase symposium sponsored by BPS & OMT

Chair

Pamela S. Barr, Georgia State U.

Discussant

Pamela S. Barr, Georgia State U.

Isomorphism and Competitive Differentiation in the Organization Name Game

Mary Ann Glynn, Emory U.

Rikki Abzug, New York U.

Institutional Approaches to Organization Identity: The Supply Side of 'Distinctions'

Marc Ventresca, Northwestern U.

Peter Levin, Northwestern U.

Profiting From Norms: The Diffusion of Sustainable Development Structures

Pratima Bansal, Georgia State U.

Jodi K. Evans, Deloitte & Touche Consulting Group

Legitimate Distinction: Reconciling the Institutional Theory Perspective With Entrepreneurial Action

William C. Bogner, Georgia State U.

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

**Environmental Management
Strategy and Competitive Advantage**

This symposia explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how causal ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.

Showcase symposium sponsored by BPS & ONE

Co-Chairs

Andrew King, New York U.

Michael James Lenox, Massachusetts Institute of Technology

Discussant

Richard Bettis, U. of North Carolina, Chapel Hill

Does it Pay to Be Green? The Relationship Between Environmental and Financial Performance

Mark Cohen, Vanderbilt U.

Corporate Environmental Strategy and Firm Performance: A Comparison of Two Industries

Stuart Hart, U. of North Carolina, Chapel Hill

The Benefits of Membership: Performance Implications of the Responsible Care Program

Andrew King, New York U.

Michael James Lenox, Massachusetts Institute of Technology

Corporate Environmental Performance and Shareholder Value

Mark White, U. of Virginia

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

**Getting to ‘What Matters Most’:
Overcoming the Roadblocks to
Studying Sensitive Topics**

Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.

Showcase symposium sponsored by CM, OB & RM

Co-Chairs

Rebecca J. Bennett, U. of Toledo
Sandra L. Robinson, U. of British Columbia

Panel

Dan R. Dalton, Indiana U., Bloomington
Jerald Greenberg, Ohio State U.
Ricky W. Griffin, Texas A&M U.
Mary Beth Marrs, Idaho State U.
Linda Klebe Trevino, Pennsylvania State U.

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

**Bridging the Academic-to-Practice
Gap: Careers and Processes Insuring
That Research Makes a Practical
Difference**

This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants’ consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.

Showcase symposium sponsored by CAR, MC & OB

Chair

Laurie Larwood, U. of Nevada, Reno

From Theory Into Practice: Variables Which Increase the Probability of Research Findings Impacting Professional Practice

Andre’ L. Delbecq, Santa Clara U.

One Man’s Pursuit of the Happy-Productive Worker: A Further Look at Turning Theory Into Practice

Thomas A. Wright, U. of Nevada, Reno

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

Practice-to-Theory-to-Practice: Developing a Dual Academic and Consulting Career
Joseph W. Weiss, Bentley College

An Empirical Examination of Knowledge Transfer From Research to Practice in the Field of Franchising

Cecilia M. Falbe, State U. of New York, Albany
Dianne H. B. Welsh, Eastern Washington U.

**The Clash Between Workplace
Harassment Law and Constitutional
Rights to Free Speech: What Matters
Most?**

Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff’s bar, and sexual and racial harassment and organizational justice scholars.

Showcase symposium sponsored by CM, GDO & SIM

Chair

Cliff Cheng, U. of Southern California

Discussants

Pamela Thomason, EEOC
Carla Barboza, Los Angeles, CA
Bruce Barry, Vanderbilt U.
Ellen Fagenson Eland, George Mason U.
Audrey J. Murrell, U. of Pittsburgh

Freedom of Speech and Workplace Harassment Laws: What Speech Is Prohibited? Is It Constitutional? Are They a Good Idea?

Eugene Volokh, U. of California, Los Angeles

The Human Resources Innovation Adoption Implications of the Free Versus Harassing Workplace Speech Controversy

Cliff Cheng, U. of Southern California

4:10 pm - 5:30 pm
Convention Center
16B

What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology

This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research 'generating' field.

Showcase symposium sponsored by BPS, OMT & TIM

Winner of OMT Division Best Symposium Proposal Award

Chair

Michael K. Badawy, Virginia Polytechnic Institute and State U.

Conceptual Transitions in the Field of Technology and Innovation Management

Andrew H. Van de Ven, U. of Minnesota

Technology and Innovation Management Research: Implications for 'Technocologists'

Michael K. Badawy, Virginia Polytechnic Institute and State U.

Key Research Issues in Technology and Innovation Management

Philip Anderson, Dartmouth College

Knowledge Management: Relevance to TIM?
Dorothy Leonard-Barton, Harvard U.

Technology and Innovation Research: Perspectives From Strategy and Organization Theory

Michael L. Tushman, Harvard U.

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



What Matters Most to University OB Education: Views From the Inside and the Outside

This symposium provides a forum for discussion about what our goals are in teaching organizational behavior, with particular emphasis on what will continue to be unique or advantageous about university organizational behavior teaching. Perspectives from the business community and from the academic community on these issues will be presented.

Showcase symposium sponsored by MED & OB

Co-Chairs

Linda P. Livingstone, Baylor U.

Diana Bilimoria, Case Western

Reserve U.

Kenneth R. Thompson, DePaul U.

Discussant

Richard T. Mowday, U. of Oregon

Panel

Kim S. Cameron, Brigham Young U.

Tom Kess, Union Pacific

Debra L. Nelson, Oklahoma State U.

Francesca Spinelli, Wal-Mart Stores, Inc.

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

**Understanding the ‘Black Box’
Better: Identifying the
Organizational and Professional
Dynamics in Managed Care**

Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.

Showcase symposium sponsored by HCM, OMT & PNS

Chair

Timothy J. Hoff, State U. of New York,
Albany

Discussant

Lawton R. Burns, U. of Pennsylvania

*Competition and Productivity Among Health
Maintenance Organizations, 1985-1995*

Douglas R. Wholey, Carnegie Mellon U.
John Engberg, Carnegie Mellon U.
Cindy Bryce, U. S. Veterans
Administration Medical Center

*The Rhetoric and Reality of Managed Care for
Drug Abuse Treatment Units*

Thomas D’Aunno, U. of Chicago

*To Practice or Not to Practice? A Comparison
of Two Physician Executive Groups*

Timothy J. Hoff, State U. of New York,
Albany

*The Changing Nature of Professional Work
and Professional Organizations: Diversification
of Interests and Career Paths in Medicine*

Mary L. Fennell, Brown U.
Kevin T. Leicht, U. of Iowa

JOINT SYMPOSIA

8:30 am - 10:20 am
Marriott South
Marina D

**Private Processes and Public Faces of
Environmental Collaborations:
Voices From Theory and Practice**

*Joint symposium sponsored by CM, ONE &
SIM*

Chair

Sharon M. Livesey, Fordham U.

Discussants

Chris Huxham, U. of Strathclyde
David L. Levy, U. of Massachusetts,
Boston

*Practice Challenges Theory: Learning From a
Large-Scale, State-Sponsored Partnership on
Sustainable Development*

Annette Berger, U. of Northern Iowa

*Citizen Advisory Panels: Co-Optation or
Collaboration?*

Ann E. Feyerherm, Pepperdine U.
John F. Milliman, U. of Colorado,
Colorado Springs

*The Public Face of Green Alliances: Pressures
and Problems of Public Discourse*

Sharon M. Livesey, Fordham U.

*Business-Environmental Partnerships:
Environmentalists Make the Case for Making
‘Green’ Practice Add to the Business Bottom
Line*

Ralph Earle, EDF, Alliance for
Environmental Innovation

*Building Win-Win Solutions for Business and
the Environment: A Corporate Perspective*

Richard Morrison, Bank of America

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

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

*Joint symposium sponsored by BPS, OMT &
RM*

Chair

Margaret Ann Peteraf, U. of Minnesota

Discussant

Margaret Ann Peteraf, U. of Minnesota

Comparing Alternative Approaches to Estimating Effect Sizes
 Thomas H. Brush, Purdue U.
 Constance R. James, U. of California, Los Angeles
 Philip Bromiley, U. of Minnesota

Does Corporate Strategy Matter?
 Edward H. Bowman, U. of Pennsylvania
 Constance E. Helfat, U. of Pennsylvania

Competitor Effects on Corporate Performance
 Anita M. McGahan, Harvard U.

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

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

Joint symposium sponsored by BPS & OMT

Chair
 Edward E. Lawler III, U. of Southern California

Discussant
 Marta A. Geletkanycz, Boston College

Boards of Directors: What Do We Know and Where Do We Go?

Sally Baack, U. of Southern California
 Nandini Rajagopalan, U. of Southern California

Boards of Directors, CEOs, and Corporate Governance
 Sydney Finkelstein, Dartmouth College

Inside the Black Box: The Factors That Contribute to Effective Corporate Boards
 David Finegold, U. of Southern California

Jay A. Conger, U. of Southern California

Appraising Performance in the Boardroom: The Case of Motorola
 Patrick Canavan, Motorola

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

Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?

Joint symposium sponsored by ENT, MC & PNS

Co-Chairs
 Benson Lewis Honig, St. Andrews U.
 Norris F. Krueger, Jr., Entrepreneurial Strategies

The Role of Non-Profits and Governments In Entrepreneurship In Rural Saskatchewan
 Mark A. Lee, Briercrest Graduate School, Saskatchewan

Institutional Development and Capacity Building for Enterprise Development in Russia: The 'Morozov' Project in Samara, Russia
 Raymond A. Saner, Centre for Socio-Eco-Nomic Development

Business Training for the Unemployed: Assessing a U.S. Department of Labor Entrepreneurship Program
 Vicky Roche Singer, Berkshire Enterprises
 David Roche, Berkshire Enterprises

Entrepreneurship and Community Development: Comparative Lessons From Jamaica and Israel
 Benson Lewis Honig, St. Andrews U.

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



Innovative Alliances in Management Education and Training

Joint symposium sponsored by CAR & MED

Chair
 Daniel F. Twomey, Fairleigh Dickinson U.

Discussant
 David Ulrich, U. of Michigan

Sharing and Learning: What Matters Most
 Rick Corry, LEARNSHARE

PBS: The Business Channel Means Business
 Jinny Goldstein, Business Channel

Leveraging the Power of Learning
 Edwin Boswell, Forum Corporation

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

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

Joint symposium sponsored by HR & OB

Chair

John Paul MacDuffie, U. of Pennsylvania

Discussant

John Paul MacDuffie, U. of Pennsylvania

*Faith in Supervision and the Self-Enhancement
Bias: Two Psychological Reasons Why
Managers Don't Empower Workers*

Benjamin Hanna, Stanford U.

Robert Cialdini, Arizona State U.

Kathleen Knopoff, Stanford U.

*Building the Iron Cage: The Determinants of
Managerial Intensity in the Early Years of
Organizations*

James N. Baron, Stanford U.

Michael T. Hannan, Stanford U.

M. Diane Burton, Harvard U.

A Model of Team Coaching

J. Richard Hackman, Harvard U.

Ruth Wageman, Columbia U.

*Paradox of Coordination and Control: The
Supervision of Interdependent Work Processes*

Jody Hoffer Gittel, Harvard U.

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

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

Joint symposium sponsored by HR & OB

Co-Chairs

Alison Davis-Blake, U. of Texas, Austin

Moshe Krausz, Bar-Ilan U., Ramat-Gan

Discussant

Denise M. Rousseau, Carnegie Mellon U.

*The Divergence of Macro-Structure and
Micro-Dynamics: The Effects of Contingent
Work and Outsourcing on Workplace Dynamics*

Joseph P. Broschak, U. of Texas, Austin

Alison Davis-Blake, U. of Texas, Austin

*Differences in the Perception of the Employment
Relationship Between Contingent and
Noncontingent Employees*

Charissa Freese, Katholieke U., Brabant

Rene Schalk, Tilburg U. / Katholieke U.,

Brabant

10:40 am - 12:00 pm
Convention Center
15B

*The Commitment to Agency and Client: A
Study of Temporary-Help Workers in Japan*
Daniel G. Gallagher, James Madison U.
Shiho Futagami, Yokohama National U.

*Predictors of Turnover Among Temporary Help
Employees: A Comparison of Two Different
Occupational Groups*

Kerstin Iaksson, National Institute for
Working Life, Stockholm

*The Role of Attachment Type in Preference for
and Adjustment to Different Employment
Arrangements*

Moshe Krausz, Bar-Ilan U., Ramat-Gan
Aharon Bizman, Bar-Ilan U.,

Ramat-Gan

Doron Braslavsky, Bar-Ilan U.,

Ramat-Gan

The Insecurity of Contingent Employment

Jone L. Pearce, U. of California, Irvine

Amy Randel, U. of California, Irvine

What Do Contracts Actually Say?

*Joint symposium sponsored by BPS, ENT &
OMT*

Chair

Scott Andrew Shane, Massachusetts
Institute of Technology

Discussants

David Mowery, U. of California,
Berkeley

Walter W. Powell, U. of Arizona

*Buyer-Supplier Contracting in Biotechnology: A
Joint Transaction-Cost and Measurement-Cost
Perspective*

Jackson A. Nickerson, Washington U.

Kyle Mayer, U. of California, Berkeley

*Information, Incomplete Contracts, and Social
Context*

Holly Raider, Columbia U.

Complementarities in Agency Contracts

Pierre Azoulay, Massachusetts Institute
of Technology

Scott Andrew Shane, Massachusetts
Institute of Technology

*An Empirical Analysis of the Contract
Provisions in Business Format Franchise
Agreements*

Janet E. L. Bercovitz, Duke U.

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



**Metaphors for Teaching Strategy:
Art, Acting, and Adventure**

Joint symposium sponsored by BPS & MED

Chair

Brian K. Boyd, Arizona State U.

Discussant

Blaine McCormick, Pepperdine U.

Adventure as Metaphor

Brian K. Boyd, Arizona State U.

Mark A. Clark, Arizona State U.

Mel Fugate, Arizona State U.

Steve Gove, Arizona State U.

Acting as Metaphor

Laura B. Cardinal, U. of North Carolina,
Chapel Hill

C. Chet Miller, Cornell U.

Art as Metaphor

Albert A. Cannella, Jr., Texas A&M U.

Jay Dial, Case Western Reserve U.

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

**Communal Models of Organizations:
An Alternative to Traditional
Hierarchical Models**

*Joint symposium sponsored by CM, GDO &
OMT*

Chair

Leonard Greenhalgh, Dartmouth College

*Building a Communal Approach to Organizing
Through Empowerment*

Gretchen M. Spreitzer, U. of Southern
California

*A Communal Perspective on Organizational
Reengineering*

Leonard Greenhalgh, Dartmouth College

*Resisting Hierarchy, Division of Labor, and
Impersonality at The Body Shop, International*

Joanne Martin, Stanford U.

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

**New Frontiers in Corporate
Citizenship Research: The
Theory/Practice Link?**

Joint symposium sponsored by MC & SIM

Co-Chairs

Barbara W. Altman, Boston U.

Kimberly S. Davenport, Fielding Institute

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

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

Joint symposium sponsored by MED & ODC

Chair

Dorothy Anne Marcic, Vanderbilt U.

Panel

Joseph C. Hough, Vanderbilt U.

Leonard Swidler, Temple U.

Louis Maani, Babbage Simmel

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



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

Joint symposium sponsored by CAR & MED

Chair

Michael K. Badawy, Virginia Polytechnic
Institute and State U.

*Directions in Business and Management
Education: Are We On Course or Off?*

John R. Schermerhorn, Ohio U.

*A Critical Diagnostic Assessment of Graduate
Management Education*

Michael K. Badawy, Virginia Polytechnic
Institute and State U.

The Teaching of Leadership for the 21st Century
Dewey E. Johnson, California State U.,
Fresno

Trends in Management Development

Heisler J. William, Newport News
Shipbuilding

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

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

*Joint symposium sponsored by OB, ODC &
RM*

**Winner of OB Division Most Innovative
Session Award**

Chair

William R. Torbert, Boston College

Bringing Scholarship to Life

William R. Torbert, Boston College

Peter Reason, U. of Bath

David L. Cooperrider, Case Western
Reserve U.

*Toward Bicultural Competence: Research for
Personal and Professional Transformation*

Gloria Bravette, South Bank U.

Learning With the Natural Step: A

*Dissertation That Interweaves Personal and
Formal Inquiry*

Hilary Bradbury, Boston College

*Narrative Inquiry: Collective Storytelling as a
Source of Hope, Knowledge, and Action in
Organizational Life and Action*

James Ludema, Case Western Reserve
U. / Benedictine U.

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

**Breaking Barriers in Team Research:
New Methodologies and
Applications for Team Research and
Practice**

Joint symposium sponsored by HR, OB & RM

Chair

Stephen J. Zaccaro, George Mason U.

Discussant

David A. Hofmann, Texas A&M U.

*Networked Simulations: Designing Team
Research Laboratories for the 21st Century*

Michelle A. Marks, Florida

International U.

John E. Mathieu, Pennsylvania State U.

Stephen J. Zaccaro, George Mason U.

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

*Using Research on Intraindividual Variability
as a Model for Examining Intragroup
Variability*

Paul D. Bliese, Walter Reed Army
Institute of Research

Thomas W. Britt, Walter Reed Army
Institute of Research

*Performance Appraisal Research Contributes to
Team Mental Model Measurement*

Sheila Simsarian Webber, George
Mason U.

Gilad Chen, George Mason U.

Sean Marsh, George Mason U.

Stephanie C. Payne, George Mason U.

*Multiple Reflections in the Mirror: An
Illustration of the Role of Team Processes in
Team Adaptation Using Two Overlapping Case
Studies*

John E. Mathieu, Pennsylvania State U.

Michelle A. Marks, Florida
International U.

Stephen J. Zaccaro, George Mason U.

**Walking the Talk, and Talking the
Walk**

*Joint symposium sponsored by OB, OMT &
SIM*

Chair

Karlene H. Roberts, U. of California,
Berkeley

Talking the Walk, and Walking the Talk

Karlene H. Roberts, U. of California,
Berkeley

Daved Van Stralen, Loma Linda U.

Computers and System Safety

Gene I. Rochlin, U. of California,
Berkeley

Karen Weickert, Intraware

*Trust and Authority as a Basis for Bureaucratic
Flexibility: The Case of a Fire Department
Incident Command System*

Gregory A. Bigley, U. of Cincinnati

Kevin S. Brame, Orange County Fire
Authority

*Sensemaking in Temporary Systems: The
Incident Command System in Emergencies*

Karl E. Weick, U. of Michigan

Peter G. Sarna, E. Bay Reg. Park System

12:20 pm - 2:10 pm
Convention Center
15B

**Nothin' but Net: Testing
Organizational Theories Using
Sports-Related Data**

Joint symposium sponsored by BPS, OB & OMT

Chair

Charles C. W. Hill, U. of Washington

Discussants

Philip L. Cochran, Pennsylvania State U.

Edwin A. Locke, U. of Maryland

*The Econometrics and Behavioral Economics of
Escalation to Commitment: A
Reexamination of Staw and Hoang's NBA
Data*

Colin F. Camerer, Center for Advanced
Study in the Behavioral Sciences

Roberto A. Weber, Center for Advanced
Study in the Behavioral Sciences

*Tacit Knowledge as a Competitive Advantage in
the National Basketball Association*

Shawn L. Berman, U. of Washington

Jonathan T. Down, Oregon State U.

Charles C. W. Hill, U. of Washington

*Self-Management Training for Academically
At-Risk Student-Athletes*

Colette A. Frayne, California Polytechnic
State U.

Andre Patterson, Minnesota Vikings

12:20 pm - 2:10 pm
Convention Center
16A

**What Explains the Adoption of High
Involvement Human Resource
Practices in Service Industries?**

Joint symposium sponsored by HR & OMT

Co-Chairs

Edward E. Lawler III, U. of Southern
California

Rosemary Batt, Cornell U.

Discussant

Barry A. Gerhart, Vanderbilt U.

*Integrating SHRM and Institutional Theories:
Explaining Variations in Human Resource
Practices, Work Organization, and Performance
in U.S., U.K., and German Service Firms*

David Finegold, U. of Southern
California

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

*Explaining Business and Human Resource
Strategies in Deregulated Telecommunications
Markets*

Rosemary Batt, Cornell U.

*Customer Segmentation and High Performance
Work Practices: Banking and
Telecommunications Compared*

Brent Keltner, Rand Corporation

*Services, High-Involvement Management, and
Strategic Fit*

Larry W. Hunter, U. of Pennsylvania

**What Matters Most to Women in
Entrepreneurial Careers**

*Joint symposium sponsored by CAR, ENT &
GDO*

Chair

Deborah R. Ettington, Eastern
Michigan U.

*Women in Transition From Corporate to
Entrepreneurial Roles*

Mary Mattis, Catalyst, Inc.

*Women at the Threshold Stage: Networking --
An Interactive Model*

Dorothy P. Moore, Citadel

*What Matters Most to Women Entrepreneurs,
Executives, and Researchers*

Barbara Bird, American U.

Candida G. Brush, Boston U.

*A Personal Account of Career Challenges and
Decisions*

Deborah Szekely, Eureka Communities

12:20 pm - 2:10 pm
Marriott North
San Diego A

Language, Legitimacy, and Organizational Action

Joint symposium sponsored by MOC, OCIS & OMT

Co-Chairs

Wendy Guild, Massachusetts Institute of Technology

William N. Kaghan, U. of Washington
Christina Wasson, Northwestern U.

Discussants

Paul M. Hirsch, Northwestern U.
Linda L. Putnam, Texas A&M U.

Overstatement, Understatement, and the Enactment of the Myth of the Endless Frontier
William N. Kaghan, U. of Washington

Employees as 'Entrepreneurs': How Language Legitimizes Organizational Empowerment Initiatives

Christina Wasson, Northwestern U.

Bottom-Lines: Shareholder Value and Customer Service at a Ski Resort

Wendy Guild, Massachusetts Institute of Technology

Dysphemism: Unpopular Culture and Disempowerment in a British Bank

John R. Weeks, INSEAD

12:20 pm - 2:10 pm
Marriott North
San Diego C



Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum

Joint symposium sponsored by BPS & MED

Chair

Grant Miles, U. of North Texas

Presenters

John Kenneth Masters, U. of North Texas

Kenneth Zantow, U. of Arkansas

Parshotam Dass, U. of Arkansas

Derrick E. D'Souza, U. of North Texas

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

What Matters Most in the Management of Expatriates

Joint symposium sponsored by CAR, HR & IM

Chair

Dan Ondrack, U. of Toronto

Discussant

Catherine E. Mossop, Mossop
Cornelissen Consultants, Inc.

What Matters Most: Integrating Business and HR Strategies in the Selection of International Assignees

Dennis R. Briscoe, U. of San Diego

Trainability Constraints in Expatriate Management

Sharon Leiba-O'Sullivan, Concordia U.

What Matters Most: Selecting the Best or Eliminating the Worst

Joanne D. Leck, HEC

Sharon Leiba-O'Sullivan, Concordia U.

Repatriation as a Knowledge-Creating Career Experience

Allan Bird, California Polytechnic State U.

2:30 pm - 3:50 pm
Convention Center
15B

Discourse and Change in Organizations

Joint symposium sponsored by BPS, MOC & OMT

Co-Chairs

Christiane Demers, HEC, Montreal

Jean-Louis Denis, U. of Montreal

Nicole Giroux, U. of Montreal

Ann Langle, U. du Québec à Montréal

Discussant

Karen Golden-Biddle, U. of Alberta

The Dialogic Organization

Mary Jo Hatch, Cranfield U.

Sanford B. Ehrlich, San Diego State U.

Discursive Strategies in Announcements of Mergers and Acquisitions

Christiane Demers, HEC, Montreal

Nicole Giroux, U. of Montreal

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

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

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

Joint symposium sponsored by MH, ODC & OMT

Co-Chairs

Pushkala Prasad, U. of Calgary
Dafna Eylon, U. of Richmond

Discussants

Daniel A. Wren, U. of Oklahoma
Ulla Johansson, Lund U.

Empowerment: Creating Within Historical Tensions

Hilary Bradbury, Boston College
Jean M. Bartunek, Boston College

Empowerment and Industrial Democracy

Omid Nodoushani, U. of New Haven

Political Work: Ordway Tead's Concept of Industrial Democracy

Ellen O'Connor, FX Palo Alto
Laboratory, Inc. / U. of California,
Berkeley

Diversity in America: An Empowerment Drama in Three Acts

Anshuman Prasad, U. of New Haven
Pushkala Prasad, U. of Calgary

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

Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations

Joint symposium sponsored by OB & OMT

Co-Chairs

Sigal G. Barsade, Yale U.
Donald E. Gibson, Yale U.

Exploring Socialization-Affect-Performance Linkages

Michael G. Pratt, U. of Illinois,
Urbana-Champaign
Jeffrey Baer Kaufmann, U. of Illinois,
Urbana-Champaign

Managing Other People's Emotions: Expressed Emotions and Influence Tactics in Organizations

Donald E. Gibson, Yale U.
Sigal G. Barsade, Yale U.

Links Between Task and Organizational Event Structures and Work Group Moods

Richard Saavedra, U. of Michigan
Caroline A. Bartel, U. of Michigan

Getting Mad About What Matters Most: Sources and Consequences of Anger in the Workplace

Wilfred J. Zerbe, U. of Calgary
Chryssa Sharp, U. of Calgary

Managing Emotions: Contextual Cues Inducing Warmth, Activity, and Power in Organizations

Anat Rafaeli, Hebrew U.
Avraham Natan Klueger, Hebrew U.

2:30 pm - 3:50 pm
Marriott North
San Diego A

Recent Advances and Continuing Challenges in Criterion Development and Measurement

Joint symposium sponsored by HR & RM

Co-Chairs

Winston R. Bennett, Jr., U. S. Air Force
Research Laboratory
David J. Woehr, Texas A&M U.

Discussant

Scott I. Tannenbaum, State U. of New York, Albany / Executive Consulting Group

Rating Source Agreement on the Meaning of Performance: Is it OK to Agree to Disagree?
Robert J. Vandenberg, U. of Georgia

Multisource Performance Measurement: A Reconceptualization
Charles E. Lance, U. of Georgia

Criterion Development and Measurement in a Cross-Cultural Context: Evaluating the Success of Global Assignments
Paula M. Caligiuri, Rutgers U.

Development of a General Measure of Job Performance
Winfred E. Arthur, Texas A&M U.

2:30 pm - 3:50 pm
Marriott North
San Diego C



The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides

Joint symposium sponsored by CAR & MED

Co-Chairs

Amy E. Hurley, Chapman U.
Cristina M. Giannantonio, Chapman U.

Discussants

Marlene Heyser, Orange County Transportation Authority
Robert D. Gatewood, U. of Georgia
Jeffrey A. Sonnenfeld, Chief Executive Institute
Claire Van Niekerken, FN Investment Center

Executive Insights Into Current HRM Practices, Education, and Research
Cristina M. Giannantonio, Chapman U.
Amy E. Hurley, Chapman U.
Stefan Wally, Chapman U.
Tom A. Buckles, Chapman U.

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

From Research to Practice: A Current Look at Mentoring Programs in Organizations
Terri A. Scandura, U. of Miami
Melenie J. Lankau, Cornell U.

Research and Education: Resolving the Tension
Richard L. McDowell, Chapman U.

Practitioners and Researchers
Katherine D. McKee, Right Associates

Contextual Performance of Temporary, Part-Time, and Virtual Employees: When Does Work Status Make a Difference?

Joint symposium sponsored by HR & OB

Co-Chairs

Linn Van Dyne, Michigan State U.
Christina L. Stamper, U. of North Carolina, Wilmington

Discussant

Stephan Motowidlo, U. of Florida

Determinants of Extra-Role Behavior in a Virtual Work Context

Batia L. Wiesenfeld, New York U.
Sumita Raghuram, Fordham U.

An Examination of Discretionary Work Behavior: Does Work Status Make a Difference?

Christina L. Stamper, U. of North Carolina, Wilmington
Linn Van Dyne, Michigan State U.

Temporary, Part-Time, and Full-Time Nurses: Psychological Contracts and the Performance of Extra-Role Behaviors

Deborah L. Kidder, U. of Connecticut

Are Part-Timers More Deviant Than Full-Timers?

Rebecca J. Bennett, U. of Toledo
Sandra L. Robinson, U. of British Columbia

4:10 pm - 6:00 pm
Convention Center
15B

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

Joint symposium sponsored by BPS, MOC & OMT

Co-Chairs

Suzanne M. Carter, U. of Notre Dame
Janet M. Dukerich, U. of Texas, Austin

*How the Invisible Identify: Organizational
Reputation as Social Identity*

Kimberly D. Elsbach, U. of California,
Davis

*Adding Insult to Injury: Identity Threats and
Reputation Repair*

Suzanne M. Carter, U. of Notre Dame
Janet M. Dukerich, U. of Texas, Austin

*Learning From Crisis: Reputation
Management at Royal Dutch/Shell*

Charles Fombrun, New York U.
Violina P. Rindova, New York U.

Multiple Mirrors at an Emerging Market

David L. Deephouse, Louisiana State U.
Timothy B. Palmer, Louisiana State U.

Identity, Image, and Adaptive Instability

Dennis A. Gioia, Pennsylvania State U.
Majken Schultz, Copenhagen Business
School

4:10 pm - 5:30 pm
Convention Center
16A

**Why Alliance Trust Matters:
Defining and Measuring Trust in
Interorganizational Relationships**

Joint symposium sponsored by BPS & OMT

Co-Chairs

Andrew C. Inkpen, Thunderbird
Todd Saxton, Indiana U., Bloomington

Discussant

Peter Smith Ring, Loyola Marymount U.

*Joint Venture Trust: Conceptualization,
Measurement, and Analysis at Multiple Levels*

Steven C. Currall, Rice U.
Andrew C. Inkpen, Thunderbird

4:10 pm - 6:00 pm
Marriott South
Marina D

*Is Trust the Chicken or the Egg? The
Interrelationships Between Trust, Reputation,
and Alliance Performance*

Todd Saxton, Indiana U., Bloomington
Ingo Holzinger, U. of Wisconsin,
Madison

*Building Interorganizational Trust: Evidence
for the Process-Based Perspective*

Jeffrey H. Dyer, U. of Pennsylvania

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

Joint symposium sponsored by IM & ODC

Co-Chairs

Ellen Kaye Gehrke, U. S. International U.
Bruce Evans Griffiths, Organization
Systems, Inc.

Discussant

Susan C. Schneider, HEC / U. of Geneva

Presenters

Jeffrey Michael Cava, Nike, Inc.
Judy Schunn, Crayola / Hallmark /
Binney & Smith
Rhonda Weyer, Dow Corning, Inc.

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



**Virtual Management Education: An
Exploration Into Unknown Spaces**

Joint symposium sponsored by MED, OCIS & TIM

Chair

Daniel K. Spangler, Washington State U.,
Pullman

Panel

Douglas D. Baker, Washington State U.,
Vancouver
Neal Mero, Washington State U.,
Tri-Cities
Richard Orwig, Washington State U.,
Vancouver
Daniel K. Spangler, Washington State U.,
Pullman
Charles M. Vance, Loyola Marymount U.

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

**Positive Conflict in East Asia:
Emerging Paradigms**

Joint symposium sponsored by CM, IM & OB

Chair

Kwok Leung, Chinese U. of Hong Kong

Discussant

Kwok Leung, Chinese U. of Hong Kong

*Cognitive and Motivational Analysis of
Avoidance in Japanese Organizational Conflicts*
Kenichi Ohbuchi, Tohoku U.

*Negotiating in the U.S. and Hong Kong: The
Role of Norms and Motivational Orientations*

Catherine Tinsley, Georgetown U.

Madan M. Pillutla, Hong Kong U. of
Science and Technology

*Conflict-Positive Culture and Organizational
Performance in the Collectivist Country: The
Case of South Korea*

Yung-ho Cho, Ajou U.

Ho-hwan Park, Ajou U.

Jeongkoo Yoon, Ajou U.

*Culture, Values, and Conflict Management:
Accounting for Country Differences and
Individual Differences in Conflict Management
Style*

Michael W. Morris, Stanford U.

Katherine Williams, Stanford U.

Kwok Leung, Chinese U. of Hong Kong

Deepti Bhantnager, Alamalbad

Jianfeng Li, Peoples U. of China, Beijing

Mari Kondo, Asian Institute of
Management, Manila

Jin-Lian Luo, Tong Ji U.

Jun-Chen Hu, Fudan U.

*Conflict's Contribution to Team Effectiveness:
Studies in China*

Dean Tjosvold, Lingnan College /
Simon Fraser U.

Chun Hui, Hong Kong U. of Science
and Technology

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

**Mitigating Organizational
Dysfunction: A Role of
Accountability Systems**

Joint symposium sponsored by HR, OB & SIM

Co-Chairs

Dwight D. Frink, U. of Mississippi

Richard J. Klimoski, George Mason U.

Discussant

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

*Accountability Theory, Safety Behaviors, and
Accidents*

David A. Hofmann, Texas A&M U.

Accountability and Aggressive Work Behavior

Anne M. O'Leary-Kelly, U. of Arkansas,
Fayetteville

*Resolving the Dysfunctional Consequences of
Unfair Discrimination in Organizations*

Dianna L. Stone, State U. of New York,
Albany

Eugene F. Stone-Romero, State U. of
New York, Albany

SHARED INTEREST TRACK

9:00 am - 10:20 am
Marriott North
Columbia 2

Negotiating Conflicts Constructively

Papers from CM, HCM & IM

Facilitator

Max H. Bazerman, Northwestern U.

*Do Cooler Heads Prevail? Intrapersonal and
Interpersonal Conflict Across Time*

Kathleen M. O'Connor, Cornell U.

Carsten K. W. de Dreu, U. of
Amsterdam

Holly Schroth, U. of California, Berkeley

Terri Robin Lituchy, Concordia U.

Max H. Bazerman, Northwestern U.

*Social Motives in Integrative Negotiation: A
Meta-Analytic Review and Test of Two Theories*

Carsten K. W. de Dreu, U. of
Amsterdam

Laurie R. Weingart, Carnegie Mellon U.

Seungwoo Kwon, Carnegie Mellon U.

Conflict Across Organizational Boundaries: Health Care Providers Versus Managed Care Organizations

Ronda Roberts Callister, Utah State U.
James A. Wall, Jr., U. of Missouri, Columbia

Using Negotiated Order Theory to Understand the Cross-Cultural Adjustment Process

Xiaoyun Wang, McGill U.
Alfred Michael Jaeger, McGill U.

9:00 am - 10:20 am
Westin
Balboa

Job Satisfaction and Performance

Papers from HR, OB & RM

Facilitator

Arthur P. Brief, Tulane U.

Fostering the Human Spirit at Work: The Influence of Job Design, Self-Management Leadership, Coworker Relations, and Work Role Fit on Experienced Meaningfulness in the Workplace

Douglas R. May, U. of Nebraska

Production Uncertainty as a Contextual Moderator of Employee Reactions to Job Design

Brett M. Wright, Sydney Water Corporation LTD.

John Lionel Cordery, U. of Western Australia

The Job Satisfaction-Job Performance Relationship: 1939-1998

Timothy A. Judge, U. of Iowa

Carl J. Thoresen, U. of Iowa

Joyce E. Bono, U. of Iowa

Gregory K. Patton, U. of Iowa

The Construct Validity of the Job Descriptive Index (JDI): Review, Critique, and Analysis

Angelo J. Kinicki, Arizona State U.

Frances M. McKee-Ryan, Arizona State U.

Chester A. Schriesheim, U. of Miami

Kenneth P. Carson, U. of Tennessee, Chattanooga

9:00 am - 10:20 am
Marriott South
Torrance

Management Succession

Papers from ENT, MC & OB

Facilitator

James Fredrickson, U. of Texas, Austin

Determinants of Satisfaction With Succession Process in Family Firms: An Empirical Assessment

Pramodita Sharma, Dalhousie U.

James J. Chrisman, U. of Calgary

The Shadow of the Founder

Peter S. Davis, U. of Memphis

Paula D. Harveston, U. of Memphis

Coaching Executives to Leave Footprints

Judith A. Stimson, Andersen Consulting LLP

Reciprocity in Intergenerational Allocation Decisions: A Golden Rule Over Time

Kimberly A. Wade-Benzoni,

Northwestern U.

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

Learning in Networks

Papers from OB & OMT

Facilitator

Edward J. Zajac, Northwestern U.

Sources of Influence: The Impact of Network Actors on Employee Attitudes

Priti Pradhan Shah, U. of Minnesota

The Dynamic Evolution of Interorganizational Networks

Ranjay Gulati, Northwestern U.

Martin Gargiulo, INSEAD / Columbia U.

Bridging Ties: A Source of Competitive Capabilities in Geographical Clusters

William McEvily, Carnegie Mellon U.

Akbar Zaheer, U. of Minnesota

Social Capital and the Cost and Acquisition of Financial Capital: An Embeddedness Approach

Brian Uzzi, Northwestern U.

James J. Gillespie, Northwestern U.

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

Strategic and Organizational Evolution

Papers from BPS, IM & OMT

Facilitator

Huseyin Leblebici, U. of Illinois,
Urbana-Champaign

Integrating Strategy and Organizational Evolution: The Coevolution of Intrafirm Evolutionary Processes and Firm Outcomes

Tammy L. Madsen, Southern
Methodist U.

Elaine Mosakowski, U. of California,
Los Angeles

Srilata Zaheer, U. of Minnesota

Strategy as Guided Evolution

Bjorn Lovas, INSEAD
Sumantra Ghoshal, London Business
School

Corporate Genealogy and the Transformation of Resources: A Study of Service Firms in Japan

Kiyohiko Ito, U. of Wisconsin, Madison
Elizabeth L. Rose, U. of Auckland

Building a Memetic View of Organizations

Patrick L. Schultz, Texas Tech U.

10:40 am - 12:00 pm
Westin
Balboa

Illegal and Unethical Behaviors

Papers from HR, OMT & SIM

Facilitator

Sim B. Sitkin, Duke U.

The Relationship Between Turnover and Employee Theft

Peg Thoms, Pennsylvania State U., Erie
Paula Wolper, Mercyhurst College
Kimberly S. Scott, Hewitt Associates
David Jones, Benedictine U.

Social Undermining and Social Support in the Workplace

Michelle K. Duffy, U. of Arkansas
Daniel C. Ganster, U. of Arkansas
Milan Pagon, College of Police and
Security Studies, Slovenia

The Moderating Effect of the Social Contract on the Relationship Between Downsizing and Perceived Breach of Contract

John C. Edwards, Southern Illinois U.,
Carbondale

10:40 am - 12:00 pm
Convention Center
17B

Effects of Ethics Stress on Employee Burnout and Fatigue: An Empirical Investigation

Kristen Bell DeTienne, Brigham
Young U.

Sheri J. Bischoff, Brigham Young U.
Bruce Quick, Brigham Young U.

Measuring Organizational Performance

Papers from BPS, OB & PNS

Facilitator

R. Edward Freeman, U. of Virginia

What Have We Learned About Variance in Accounting Profitability?

Michael E. Porter, Harvard U.
Anita M. McGahan, Harvard U.

Making Interfirm and Intrafirm Performance Comparisons: The Data Envelopment Analysis Approach

Kamlesh Jain, Golden Gate U.
Vinod K. Jain, Bowling Green State U.

The Measurement of the Meaning of Money

Terence R. Mitchell, U. of Washington
Amy Elizabeth Mickel, U. of Washington
Steve Dakin, U. of Canterbury
Sam Gray, New Mexico State U.

Dimensions of Effectiveness in Nonprofit Human Service Organizations

William A. Brown, Claremont
Graduate U.

10:40 am - 12:00 pm
Convention Center
8

Developing Knowledge Capital

Papers from ENT, IM, MOC & OMT

Facilitator

Theresa Lant, New York U.

Effects of Knowledge Intensity, Imitability, and Time to Internationalization on Growth

Erkko Autio, London Business School
Harry J. Sapienza, London Business
School / U. of South Carolina
James G. Almeida, London Business
School

Knowledge Transfer and Creation Within the MNE: A Task-Contingent View

James Nebus, U. of South Carolina

The Information Processing Perspective and the Practice of Management in Organizational Formation

Ronald K. Mitchell, U. of Victoria
Eric A. Morse, U. of Victoria

Harnessing Social Capital for Productive Resource Exchange

Peter Moran, INSEAD
Charles Galunic, INSEAD

Human Resource Practices for Telework: The European Experience

Sumita Raghuram, Fordham U.
Henrik Holt Larsen, Copenhagen Business School

Telework in Europe

Jos Van Ommeren, Cranfield U.

Workgroup Reliance: A Matter of Importance in Telework

Shaila Maria Miranda, Florida Atlantic U.

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

Technological Development

Papers from HCM, OMT & TIM

Facilitator

Philip Anderson, Dartmouth College

Technology Neglect: The Case of Chronic Kidney Disease

David Ahlstrom, Chinese U. of Hong Kong
Raghu Garud, New York U.

New Product Introduction and Firm Failure in the U.S. Bicycle Industry, 1880-1918

Glen Dowell, U. of Michigan
Anand Swaminathan, U. of Michigan

**Conference Proceedings Paper
Winner of Stephan Schrader Best Paper Award**

Dominant Designs, Technology Cycles, and Organization Outcomes

Michael L. Tushman, Harvard U.
Johann Peter Murmann,
Northwestern U.

Innovation as Industry-Wide Construction of Institutional Templates: Lessons From the Civil Flight Simulation Industry

Roger Miller, U. of Quebec, Montreal
Sergei Floricel, U. of Quebec, Montreal

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

Teleworking and Telecommuters

Papers from CAR, IM & TIM

Facilitator

Gerardine DeSanctis, Duke U.

Patterns of Telecommuting and Their Consequences: Framing the Research Agenda

Daniel C. Feldman, U. of South Carolina
Thomas W. Gainey, U. of South Carolina

12:20 pm - 2:10 pm
Westin
Balboa

Escalating Into and Out of Jams

Papers from BPS, MC, MOC & OCIS

Facilitator

Barry M. Staw, U. of California, Berkeley

Learning in Timing Capacity Expansion Decisions: An Empirical Analysis of the Worldwide Petrochemical Industry, 1975-1995

James Edward Henderson, INSEAD

Winner of MC Division Second Prize for Outstanding Student Paper

Two Strikes and You're Out: Why Forty Million Dollars and a Team of Consultants From McKinsey Could Not Save The New York Herald Tribune

Christopher D. McKenna, Johns Hopkins U.

The Role of Organizational Structure: Lessons From a Near-War

Michael George Jacobides, U. of Pennsylvania

Winner of OCIS Division Top Paper Award

Deescalation of Information Technology Projects: Lessons From the Denver International Airport

Ramiro Montealegre, U. of Colorado, Boulder

Mark Keil, Georgia State U.

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

Major Organizational Changes

Papers from BPS, HCM, OM & ONE

Facilitator

Bala Chakravarthy, U. of Minnesota

From the M-Form to the N-Form: Taking Stock of Changes in the Large Industrial Corporation

Nitin Nohria, Harvard U.

Evolution to a System of Managed Care in Community Mental Health: The Tucson/Pima County Experiment

Keith G. Provan, U. of Arizona

H. Brinton Milward, U. of Arizona

Kimberley Roussin, U. of Arizona

The Impact of New Manufacturing Requirements on Production Line Productivity and Quality at a Focused Factory

Ashok Mukherjee, Case Western Reserve U.

William G. Mitchell, U. of Michigan

F. Brian Talbot, U. of Michigan

Action-Learning Networks and the Sustainable Enterprise: The Case of Ontario Hydro

Nigel John Roome, Tilburg U.

Ron Bergin, Auditor General's Office, Canada

12:20 pm - 2:10 pm
Convention Center
8

International Joint Ventures

Papers from BPS, IM & OMT

Facilitator

Peter Smith Ring, Loyola Marymount U.

Learning Together and Apart: A Process Model of Reciprocal Interfirm Learning

Michael Lubatkin, U. of Connecticut / ESC, Lyon

Juan Florin, U. of Connecticut

Peter J. Lane, Arizona State U.

Learning and Protection of Proprietary Assets in Strategic Alliances: Building Relational Capital

Prashant Kale, U. of Pennsylvania

Harbir Singh, U. of Pennsylvania

Howard V. Perlmutter, U. of Pennsylvania

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

Organizational Transformation in International Joint Ventures Through HRM Policy and Practice

Dianne J. Cyr, Simon Fraser U.

Alliance- and Patent-Based Competition in the Canadian Biotechnology Industry

Joel A. C. Baum, U. of Toronto

Brian S. Silverman, U. of Toronto

Supply Chain Integration

Papers from BPS, ONE & TIM

Facilitator

Philip H. Birnbaum-More, U. of Southern California

The Influence of Customer Scope on Supplier Learning and Performance in the Japanese Automobile Industry

Jeffrey H. Dyer, U. of Pennsylvania

Kentaro Nobeoka, Kobe U.

Implementing Environmental Programs Across Dispersed Supply Chains: A Transaction Costs Analysis of Exchange Hazards in Green Supplier Relations

Christine Rosen, U. of California, Berkeley

Janet E. L. Bercovitz, Duke U.

Sara Beckman, U. of California, Berkeley

Moving Towards Modularity: Antecedents and Outcomes

Melissa A. Schilling, Boston U.

Some Possible Limits to Japanese' Supplier Relations: An Empirical Study of Disk Drive Sourcing Decisions in Japanese Notebook Computers

Henry W. Chesbrough, Harvard U.

12:20 pm - 2:10 pm
Convention Center
17B

Organizational Identity

Papers from BPS, MOC & OMT

Facilitator

Stuart Albert, U. of Minnesota

How Organizational Identity Shapes Strategy

Hamid Bouchikhi, ESSEC

John Kimberly, U. of Pennsylvania /
INSEAD

*'Sense-Breaking', Encapsulation, and
Identification: On the Successes and Failures of
an Identity-Transforming Organization*

Michael G. Pratt, U. of Illinois,
Urbana-Champaign

Conference Proceedings Paper

*Structuration Theory: An Expanded
Theoretical Framework for Organizational
Identity*

Yolanda A. Sarason, U. of New Mexico
Anne Sigismund Huff, U. of Colorado /
Cranfield U.

*Organizational Identity: An Empirical
Investigation of Unresolved Issues*

Loren T. Gustafson, Seattle Pacific U.
Rhonda K. Reger, U. of Maryland

2:30 pm - 3:50 pm
Marriott North
Columbia 2

Leadership Development

Papers from IM, MED, OB & PNS

Facilitator

Ken G. Smith, U. of Maryland

*Work-Related Values and Perceived Leadership
Styles Among One Company's U.S. and
German Telecommunication Employees*

K. Peter Kuchinke, U. of Illinois,
Urbana-Champaign

*Organizational Leader-Team Behavioral
Complexity: A Roles-Based Approach to
Understanding Leader-Team Behavioral
Potential*

George E. Dodge, Texas Tech U.
Grant T. Savage, Texas Tech U.

2:30 pm - 3:50 pm
Westin
Balboa

*New Directions In Leadership Research:
Insights From the Cross-Fertilization of
Organizational Behavior and Strategic
Management Research*

Frank C. Schultz, U. of Minnesota
Marc H. Anderson, U. of Minnesota
Jeffery A. Thompson, U. of Minnesota

Paradoxes in Leadership and Strategic Change

Paul C. Nutt, Ohio State U.
Robert W. Backoff, Ohio State U.
Michael F. Hogan, Ohio Department of
Mental Health

Executive Compensation

Papers from BPS, HR, OB & SIM

Facilitator

Paul M. Hirsch, Northwestern U.

*CEO Compensation: A Study of the Effects of
CEO External Linkages*

Marta A. Geletkanycz, Boston College
Brian K. Boyd, Arizona State U.
Sydney Finkelstein, Dartmouth College

*Do Incentives Work? The Perceptions of Senior
Executives From 30 Countries*

Michael Beer, Harvard U.
Nancy R. Katz, Harvard U.

*The Effects of Financial Versus Nonfinancial
Rewards on Worker Performance: A Field
Experiment*

Fred Luthans, U. of Nebraska
Alexander D. Stajkovic, U. of California,
Irvine
Alisa Mosley, U. of Nebraska

*Corporate Reputation: Effects of Executive
Compensation Strategy and Firm Social
Performance*

Sanjay Goel, Suffolk U.
Fanny C. Caranikas, Washington State U.,
Pullman

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

Privatization in Eastern European Economies

Papers from MH, OMT, PNS & TIM

Facilitator

Paul R. Lawrence, Harvard U.

Make Haste Slowly: Augustus Caesar's Transformation of the Roman World

Daniel J. Svyantek, U. of Akron

Did Socialism Fail to Innovate? A Natural Experiment of the Two Zeiss Companies

Bruce Kogut, U. of Pennsylvania

Udo Zander, Stockholm School of Economics

Privatization: A Transitional Analysis of Property Rights Theory and Political Market Theory Using Steel Firms

Jina Kang, U. of California, Los Angeles

Post-Socialist Innovation: The Hungarian Case

Koty Lapid, Hungarian Scientific Academy / Sharit Technologies Ltd.

Henry Etzkowitz, State U. of New York, Purchase

2:30 pm - 3:50 pm
Convention Center
17B

Designing Organizations

Papers from BPS, ODC & OMT

Facilitator

Alan D. Meyer, U. of Oregon

The Configurational Approach in Strategic Management: Reconstruction and Criticism

Andreas Georg Scherer, U. of Erlangen-Nuremberg

Rainer Beyer, Vienna U. of Economics

Towards a Culturally Sensitive Approach to Organization Structuring: Where Organization Design Meets Organization Development

Paul Bate, U. of Bath

Raza Khan, U. of Bath

Annie Pye, U. of Bath

Horizontal Relationships and the Quality of Communication: Coordinating the Airline Departure Process

Jody Hoffer Gittel, Harvard U.

Structure as Structuring

Nitin Nohria, Harvard U.

4:10 pm - 5:30 pm
Westin
Balboa

Procedural Justice in the Workplace

Papers from CM, OB, ODC & PNS

Facilitator

J. Keith Murnighan, Northwestern U.

Consistency Versus Flexibility: Employee Voice in Rule-Based and Discretionary Decision Procedures

Cheryl L. Hendrickson, American Institutes for Research

Wayne Harrison, U. of Nebraska, Omaha

Communication, Procedural Justice, and Employee Attitudes: Relationships Under Conditions of Divestiture

C. Gopinath, Suffolk U.

Thomas E. Becker, U. of Delaware

Managing Employees' Responses to Large-Scale Change: The Role of Organizational Justice and Anxiety

Janice M. Paterson, U. of Queensland

Procedural Justice, Affective Commitment, and Intent to Stay in the U.S. Army Reserve

Eileen Alanna Hogan, Kutztown U.

Leslie E. Overmyer-Day, Amerind, Inc.

Daniel Geiger, Kutztown U.

4:10 pm - 5:30 pm
Convention Center
17B

Rise and Decline of Organizational Forms

Papers from OMT & TIM

Facilitator

Elaine Romanelli, Georgetown U.

The Rise of Chain, and Decline of Independent, Nursing Homes in Ontario, 1971-1996

Joel A. C. Baum, U. of Toronto

Order and Ideology in the Community Ecology of Organizations

Paul Ingram, Carnegie Mellon U.

Tal Simons, Tel Aviv U.

Life, Death, and Change Along Gasoline Alley: Exploring Change and Failure Among Service Station Retailers

John M. Usher, Memorial U. of Newfoundland

Thomas J. Cottrell, U. of Calgary

Technological Innovations in Complex Systems and Emergence of New Organizational Forms
Anil Nair, Old Dominion U.

INTERACTIVE PAPER SESSIONS

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

Human Resources

A Conceptual Approach to the Creation and Early Development of Human Resource Management Departments
Carlos J. Sanchez-Runde, IESE, U. of Navarra, Barcelona

Flexible Human Resource System: Secret for Success?
Mousumi Bhattacharya, Syracuse U.

Implications of Utility Analysis Corrections for Estimates of Human Resource Intervention Value
Michael C. Sturman, Louisiana State U.

International Management

Conference Proceedings Paper

Timing of Investment and International Expansion Performance
Yadong Luo, U. of Hawaii

Complementarities Between Sino-Foreign Joint Ventures and Local Partners' Investments in Technological Capabilities
Steven White, Hong Kong U. of Science and Technology
Hideki Yoshihara, Kobe U.
Xielin Liu, Chinese National Research Center for Science and Technology

Entry Mode Strategy and Its Impact on Performance: A Transaction Cost Analysis of Foreign Direct Investment in China
Haiyang Chen, Youngstown State U.
Michael Y. Hu, Kent State U

Managerial & Organizational Cognition

Judgments of Quality: Confusing Inputs With Outputs
Karen R. Chinander, U. of Miami
Maurice E. Schweitzer, U. of Pennsylvania

Liking and Performance: Integrality Revisited
Robert L. Cardy, Arizona State U.
T. T. Selvarajan, Arizona State U.

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

Novice-Expert Contrasts in 'Feeling of Knowing' for Important Categories of Knowledge Used in Recognition-Primed Decision Making
Paul Bacdayan, U. of Massachusetts, Dartmouth

Power to Know: The Relation Between Power and Knowledge in Organizational Conversations
Markus Venzin, SDA Bocconi U.
Georg von Krogh, U. of St. Gallen

Careers

A Matter of Perspective: The Effect of Race of Rater and Ratee on Managerial Performance Feedback

Martin N. Davidson, Dartmouth College
Sylvia Swigert, Center for Creative Leadership
Marian Ruderman, Center for Creative Leadership

Differences in the Observational Accuracy and Evaluation of Organizational Citizenship Behavior Across Ratee Gender

Tammy D. Allen, U. of South Florida
Michael C. Rush, U. of Tennessee

The Influence of Psychological Contract Violations on Employee Behavior: Tests of a Mediated Model

William H. Turnley, Kansas State U.
Daniel C. Feldman, U. of South Carolina

Human Resources

The Effect of Skill Flexibility on Work Attitudes and Performance: The Case of Secondary School Teachers

Zehava Rosenblatt, U. of Haifa
Batia Inbal, U. of Haifa

The Determinants of Wage Dispersion: An Intraindustry Examination

Nancy Brown Johnson, U. of Kentucky
Irene Goll, U. of Scranton
Terry L. Amburgey, U. of Kentucky

The Discriminant Validity of Facets of Role Ambiguity

Chockalingam Viswesvaran, Florida International U.

Juan I. Sanchez, Florida International U.
Deniz S. Ones, U. of Minnesota

Satisfaction With Pay Systems: Antecedents and Consequences

Marcia P. Miceli, Ohio State U.
Paul W. Mulvey, North Carolina State U.

Organizational Behavior

When Majority Voting Is Not Enough: A Test of Referent Cognition Theory

Kenneth H. Price, U. of Texas, Arlington
Terry M. Coalter, Jacksonville U.
James E. Hunton, U. of South Florida

Social Costs of Proactive Learning in Organizations: The Case of Seeking Help
Fiona Lee, U. of Michigan

Gaining Performance but Losing Affect: Effects of Feedback Orientation, Standards, and Tone
Kathryn M. Bartol, U. of Maryland
Neta A. Moye, U. of Maryland

Individual Differences in Feedback Propensities and Their Relationship to Training Performance
David M. Herold, Georgia Institute of Technology

Charles K. Parsons, Georgia Institute of Technology

Donald B. Fedor, Georgia Institute of Technology

Walter D. Davis, Georgia Institute of Technology

Help, Mobility, and Work Attitudes in the Careers of Professionals: A Longitudinal Study

Monica C. Higgins, Harvard U.
David A. Thomas, Harvard U.

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

Conflict Management

Multiple Selves in the Prisoners' Dilemma
Leaf D. Van Boven, Cornell U.

Robert Gibbons, Massachusetts Institute of Technology / NBER

Framing and Social Categorization in Nested Social Dilemmas

Jeffrey T. Polzer, U. of Texas, Austin
Katherine Stewart, U. of Texas, Austin
Jessica L. Simmons, U. of Texas, Austin

From Anger to Action: How Psychological Contract Violation Affects Attitudes and Behavior in the Workplace

Kyle Lewis-McClea, U. of Maryland

Human Resources

Explanations for Selection Decisions: Applicants' Reactions to Detailed Explanations

Robert Edwin Ployhart, Michigan State U.

Ann Marie Ryan, Michigan State U.
Matthew Bennett, Michigan State U.

The Influence of Socialization Tactics on Newcomers' Social Networks

Maria L. Kraimer, U. of Illinois, Chicago
Scott E. Seibert, U. of Notre Dame

On the Question of Controlling 'A' While Hoping For 'OCB' (With Apologies to Steven Kerr)

Carol Cabrey Cirka, Temple U.

Organizational Behavior

A Test of the Structural Validity and Generalizability of a Referent Cognitions Model: A Cross-Cultural Replication

Karl Aquino, Georgia State U.
Griffeth W. Rodger, Georgia State U.
Stefan Gaertner, Georgia State U.
Michael Lee, Lucky-Goldstar Group

Women and Taxis and Dangerous Judgments: Content Sensitive Use of Base-Rate Information

Livia Markoczy, Cranfield U.
Jeffrey Goldberg, Cranfield U.

Theoretical Development and Extension of the Unfolding Model of Voluntary Turnover

Thomas W. Lee, U. of Washington
Terence R. Mitchell, U. of Washington
Brooks C. Holtom, U. of Washington

Going Once, Going Twice, Gone: Uncertainty, Consortia Formation, and Overpayment

Karen Lund Page, Stanford U.

Coalition as a Breeding Ground for Organizational Culture: A Framework in Resource Exchange and Transaction Cost Perspectives

Ping Kwong Yeung, Open U. of Hong Kong

Business Policy & Strategy

On the Strategic Advantage of Prosocial Business Organizations: A Study of SBICS, 1976 - 1997

Jane C. Wei, Stanford U.

Transaction-(In)Efficiency, Value-(In)Efficiency, and Interfirm Collaboration

Anoop Madhok, U. of Utah

Trust, Opportunism, and the Invisible Handshake: Toward a Theory of Relational Competence Development

Augustine A. Lado, Cleveland State U.

Enhancing the Opacity of Strategies and Profits: The Ownership Structure of Firms

Jennifer E. Bethel, Babson College / U.S. Securities & Exchange Commission

Julia Porter Liebeskind, U. of Southern California

International Management

Employment Systems and Practices in China's Industrial Sector During and After Mao's Regime

Cherrie Jiuhua Zhu, Monash U.
Peter J. Dowling, U. of Tasmania

Competitive Acceptance in Cross-Cultural Interaction: Findings From an Empirical Study

Christian Scholz, U. of Saarland
Volker Stein, U. of Saarland

Is Trust a Historical Residue? Some Cross-Country Empirical Evidence

Tarun Khanna, Harvard U.
Raymond Fisman, Harvard U.

Organizational Communication Information Systems

User Attitudes Toward Governmental Surveillance on the Internet

Holger M. Holsten, U. of the German Federal Armed Forces, Hamburg

Urs E. Gattiker, U. of Aalborg

Linda Janz, U. of Lethbridge

Jan Kelb, KonNet GmbH, Germany

Oliver Schwenteck, U. of the German Federal Armed Forces, Hamburg

Joerg Greshake, U. of the German Federal Armed Forces, Hamburg

Jonathan Miller, U. of Cape Town

Wired Meetings: Technological Mediation of Organizational Gatherings

Janet Fulk, U. of Southern California

Lori Collins-Jarvis, U. of Southern California

Operations Management

A Resource-Based View of Operations Management

Marta Mooney, Fordham U.

Marek P. Hessel, Fordham U.

Automotive Manufacturing in China

Nick Oliver, U. of Cambridge

Rick Delbridge, U. of Wales, Cardiff

James Andrew Lowe, U. of Wales, Cardiff

Research Methods

The Optimal Number of Response Options: A Neglected Consideration in Questionnaire Design

Carey L. Peters, Tennessee Valley

Authority

Sabine B. Maetzke, Tennessee Valley

Authority

Scott E. Bryant, Developmental

Dimensions International

Danielle M. Adams, Tennessee Valley

Authority

The Centrality of Groups, Teams, and Classes

Stephen P. Borgatti, Boston College

Martin G. Everett, U. of Greenwich

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

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

**Conference Proceedings Paper
Winner of Sage Publications/RM
Division Best Paper Award**

*A Comparison of Full Versus Fractional
Factorial Designs in Policy-Capturing Studies*
Mary E. Graham, Georgia State U.
Daniel M. Cable, U. of North Carolina,
Chapel Hill

Human Resources

*Human Resource Management and Firm
Performance: The Indian Experience*
Nagaraj Sivasubramaniam, State U. of
New York, Binghamton
C. S. Venkata Ratnam, International
Management Institute, India

*Cost-Benefit Analysis of Organizational
Interventions: The Case for
Downsizing/Restructuring*
Asa Birati, Bar-Ilan U., Ramat-Gan
Aharon Tziner, Netanya Academic
College

*Work-Family Human Resource Systems and
Perceived Organizational Performance*
Jill E. Perry-Smith, Georgia Institute of
Technology
Terry C. Blum, Georgia Institute of
Technology

*The Effects of Employee Health Management
Programs on Organizationally Valued
Outcomes*
D. Scott Kiker, U. of Florida
Timothy G. DeGroot, Catholic U. of
America

**Managerial & Organizational
Cognition**

*Cognition, Words, and Logic: How Fuzzy
Logic Can Help Us to Design New
Organizational Procedures*
Giuseppe Zollo, U. of Naples

*Multiple Reference Points in Pay Satisfaction
Assessment*
Lisa D. Ordóñez, U. of Arizona
Terry Connolly, U. of Arizona
Richard Coughlan, U. of Arizona

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

*Validity of the Structural Properties of Causal
Maps: An Empirical Assessment*
Sucheta Subhash Nadkarni, U. of Kansas
V. K. Narayanan, U. of Kansas

*When Progress Inhibits Organizational
Learning and Adaptation. A Case Study of
Cognitive and Political Biases of the Success
Trap*
Steinar Askvik, U. of Bergen
Bjarne Espedal, Norwegian School of
Economics & Business Administration

**Organizational Development
Change**

*An Organizational Change Process Geared
Towards Learning*
Karen Ayas, Erasmus U., Rotterdam

*Social Skills as Predictors of Task or
Socio-Emotional Leadership in Groups:
Preliminary Findings*
Adam Morgan, U. of New South Wales
Geoff Eagleson, U. of New South Wales
Robert Waldersee, Queensland U. of
Technology

*Factors Influencing TQM Implementation in
Knowledge Work Environments: An
Integrative Framework*
Susan Schick Case, Case Western
Reserve U.
Param Srikantia, Case Western
Reserve U.
Sangeeta Parameshwar, Case Western
Reserve U.

Business Policy & Strategy

*Are Security Analysts Swayed by Corporate
Reputations in Making Their Earnings
Forecasts?*

Rakesh B. Sambharya, Rutgers U.,
Camden
James J. Cordeiro, State U. of New
York, Brockport

*The Role of Organizational Slack in a
Transitional Economy: A Test of Organization
and Agency Theories*
J. Justin Tan, California State U., San
Marcos
Michael W. Peng, Ohio State U. /
Chinese U. of Hong Kong

Strategic Thinking: Strategy as a Shared Framework in the Mind of Managers
 Joaquim Vilà, IESE, U. of Navarra, Barcelona
 Esteban Masifern, IESE, U. of Navarra, Barcelona

Strategic Management of the Multibusiness Firm: An Organizing Framework
 Tomo Noda, INSEAD
 Kazuhiro Asakawa, Keio U.

Do Interfirm Differences in Economies of Scale and Scope Affect the Subsequent Evolution of Market Shares in an Industry?
 Richard Jason Makadok, Emory U.

'Knowledge-Added' Outsourcing: Learning and Efficiency
 Randal S. Franz, Seattle Pacific U.
 Scott Smith, Adobe Systems Inc.

Making Sense of Total Quality Management With Market Process Theories of Economics
 Todd H. Chiles, U. of Delaware
 Thomas Y. Choi, Arizona State U.

Risk Mitigation Through Organizational Structure
 Carolyn B. Libuser, U. of California, Los Angeles
 Karlene H. Roberts, U. of California, Berkeley

International Management

Conference Proceedings Paper
Foreign Expansion Actions: The Impact of Product and Domestic Expansion and a Firm's Prior Foreign Business Involvement
 Roger Chen, U. of San Francisco
 Marc J. Martin, U. of Akron

Why Firms Diversify in a Transition Economy: A Theoretical Exploration
 Shaomin Li, City U. of Hong Kong
 Mingfang Li, California State U., Northridge
 J. Justin Tan, California State U., San Marcos

Techno-Diamonds: Are They Locally Responsive or Globally Integrated?
 Monisha Das, Golden Gate U.

Global Diversification as a Function of Initial Diversity and Firm Size
 Parshotam Dass, U. of Arkansas
 Michael K. Moch, Michigan State U.

Organization & Management Theory

Strategic Cooperation Versus Tactical Cooperation and Their Divergent Relationship With Decision Makers' Beliefs About Buyer-Supplier Dyad Performance
 Hazel A. Kerwood, York U.

Agency Relationships in Family Firms: Theory and Evidence
 William S. Schulze, U. of Connecticut
 Richard N. Dino, U. of Connecticut
 Michael Lubatkin, U. of Connecticut / ESC, Lyon

CAUCUSES

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

6:30 pm - 8:30 pm
 Marriott North
 San Diego B

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

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

Table 3 - Rediscovering Grounded Theory
 Anne B. Duncan, London Business School
 Contact: aduncan@lbs.ac.uk



Table 4 - Action Learning With Virtual Transnational Teams: Management Training in Asia
 Lichia Yiu, Organisational Consultants, Ltd.
 Judith E. Parker, Technical Education, 3M
 R.S. Moorthy, Research and Strategic Capabilities, Motorola
 Raymond A. Saner, Centre for Socio-Eco-Nomic Development
 Contact: jeparker@mmm.com



Table 5 - Teaching in a Technology-Rich Environment

Raymond M. Guydos, State U. of New York, Plattsburgh

Contact: guydosrm@splava.cc.plattsburgh.edu

Table 6 - The Need for a Model of HRM in SMEs

Scott R. Safranski, Saint Louis U.
Pamela M. Williams, Saint Louis U.

Contact: [safranskisr@slu.edu](mailto:sufranskisr@slu.edu)

Table 7 - Engaging the Academy in the HR Network

Craig A. Olson, U. of Wisconsin, Madison
Thomas A. Kochan, Massachusetts Institute of Technology

Contact: colson@bus.wisc.edu

Table 8 - Managerial Communication and Organizational Context

E. Brooke Harrington, Harvard U.

Contact: brooke@wjh.harvard.edu

Table 9 - Environmental Entrepreneurship Strategies

Norris F. Krueger, Jr., Entrepreneurial Michael Lounsbury, Northwestern U.
Astad Pastakia, Nirma Institute of Management

Contact: nfkrueger@hotmail.com



Table 10 - Team Teaching on the Internet

Paul Shrivastava, Bucknell U.
Paul Meising, State U. of New York, Albany

Contact: socrates@environmentalintel.com

Table 11 - Organizational Change and Middle Management Commitment

Shahnaz Naughton, Griffith U.

Contact: s.naughton@bhm.gu.edu.au

Table 12 - Addressing the Shortage of Information Technology Workers Through Research and Practice

Malu Roldan, U. of California, Berkeley

Contact: roldan@haas.berkeley.edu

Table 13 - Ethical, Social, and Political Issues of Biotechnology and Their Implications for Corporate Strategies

Jabril Bensedrine, U. of California, Berkeley

David Vogel, U. of California, Berkeley
Contact: bensedri@haas.berkeley.edu



Table 14 - Managing the Dynamics of Diversity in the Classroom

Taylor Cox, Jr., U. of Michigan
Robin J. Ely, Columbia U.
Duncan Spelman, Bentley College
Rosalie L. Tung, Simon Fraser U.

Contact: tc Cox@umich.edu

Table 15 - Exploring Life-Giving Aspects of the Workplace

Dick Ottaway, Fairleigh Dickinson U.

Contact: rottaway@fdusvr1.fdu.edu

Table 16 - What Matters Most? The Relative Power of Different Relations in Organizations

Elizabeth Wierba, U. of Michigan

Contact: wierba@umich.edu

Table 17 - The Effect/Affect of Organizational Culture on Firm Performance

Henry Migliore, Northeastern State U.
Barbara McCain, Oklahoma City U.

Contact: hmigliore@aol.com

Table 18 - Surviving and Thriving at Smaller Institutions

Barbara A. Ribbens, St. Cloud State U.

Monica Forret, Saint Ambrose U.

Contact: br28@evansville.edu

Table 19 - Initiating a Cross-Disciplinary Dialog on the Feregei Factor: Complementary Theories of Competition and Community

Robert S. D'Intino, Virginia Polytechnic Institute and State U.

Barbara L. Kelsey, Ryerson Polytechnic U.

Contact: dintino@vt.edu

Look for the Sessions on Knowledge

Knowledge Track Chairs

Rhonda K. Reger, U. of Maryland
Joyce Falkenberg, Norwegian School of
Economics & Business Administration
Russell W. Coff, Washington U.

8:30 – 9:00 am
Convention Center
14A

Division Welcome

Program Chair

Diana L. Day, Rutgers U.

9:00 am - 10:20 am
Convention Center
14A

Interfirm Collaboration

Chair

Christine Bendichte Meyer, Norwegian
School of Economics and Business
Administration

Discussants

David Hoopes, U. of Pennsylvania
Jeffrey Baer Kaufmann, U. of Illinois,
Urbana-Champaign

*What Is the Role of Partner Dispositional
Factors in Interfirm Collaboration? Expanding
Strategic Alliance Performance Models*

Henry Adobor, Concordia U.

*Interfirm Collaboration: Contractual and
Resource/Competence-Based Perspectives*

Anoop Madhok, U. of Utah

*Bridge-Building Capability in an Interconnected
Competitive Environment: A Middle-Level
Perspective on the Process of Interorganizational
Cooperation*

Juan Florin, U. of Connecticut

9:00 am - 10:20 am
Convention Center
14B

The Role of Top Management Teams

Chair

Carlo A. Carnevale-Maffè, Bocconi U.,
Milan

Discussants

Mark de Rond, Oxford U.
Catherine A. Duran, Texas Tech U.

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

**Organizing in Turbulent
Environments: Multiple
Perspectives, Multiple Methods**

*Organizations are increasingly facing turbulent
environments in which technologies, markets,
rivalries, and practices are changing with an
unrelenting pace. In this symposium we showcase
multiple perspectives and multiple methods of
research-in-progress that reviews how managers
organize in turbulent environments, and make
recommendations on how these organizing paradigms
should change.*

*Showcase symposium sponsored by BPS &
OMT*

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

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

*Joint symposium sponsored by BPS, OMT &
RM*

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

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

Joint symposium sponsored by BPS & OMT

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

**Shared Interest Track on Strategic
and Organizational Evolution**

Papers from BPS, IM & OMT

*Competitive Repertoire Simplicity and Firm
Performance: The Moderating Role of Top
Management Team Heterogeneity*
Douglas W. Lyon, Utah State U.
Walter J. Ferrier, U. of Kentucky

*The Influence of Environment, Top Management
Demographic Characteristics, and Strategy on
Firm Performance in the Airline Industry*
Irene Goll, U. of Scranton
Nancy Brown Johnson, U. of Kentucky
Terry L. Amburgey, U. of Kentucky

*The Relationship Between Innovative Firm
Behavior and Performance: The Moderating
Role of the Top Management Team*
Douglas W. Lyon, Utah State U.
Walter J. Ferrier, U. of Kentucky

10:40 am - 12:00 pm
Convention Center
14A

Governance

Chair

Jeffrey L. Cummings, George Washington U.

Discussants

Eugenio Marchese, Cornell U.
Terrence C. Sebor, U. of Nebraska

An Alternative Formulation of Agency Theory and Its Application to Corporate Governance

John Hendry, U. of Cambridge

How Well Do Agency Controls Control? An Agency-Based Empirical Examination of Public-Pension-Plan Funding

Marguerite Schneider, Rutgers U.
Fariborz Damanpour, Rutgers U.

The Influence of Corporate Governance on Investor Reactions to Layoff Announcements

Richard W. Pouder, Clemson U.
R. Stephen Cantrell, Clemson U.
Subodh P. Kulkarni, Howard U.

Does Stock-Trading Structure Affect Firm Strategic Adaptation? A Management Control Theory Perspective

Michael N. Young, U. of Connecticut

The Effect of Institutional Investors' Activism on Corporate Governance and Performance

Parthiban David, Nanyang Technological U.

10:40 am - 12:00 pm
Convention Center
14B

Identifying and Measuring Knowledge

Chair

Bruce A. Walters, Oklahoma City U.

Discussants

Prescott Colvin Ensign, U. of Western Ontario
Gerry Johnson, Cranfield U.

Development of a Generic Knowledge Strategy Typology

Paul E. Bierly, James Madison U.

Determinants of Horizontal and Vertical Outflows of Organizational Knowledge in MNCs: An Empirical Exploration

Martin Schulz, U. of Washington

Private Equity Placements as Quality Signals in Knowledge Intensive Industries

Jay J. Janney, U. of Kentucky
Timothy B. Folta, Purdue U.

Identifying Leading-Edge Market Knowledge in Multinational Corporations

Niklas Arvidsson, Stockholm School of Economics

Julian Mark Birkinshaw, Stockholm School of Economics

Conference Proceedings Paper

Knowledge Characteristics of Internal Network-Based Forms of Organizing

Raymond A. Van Wijk, Erasmus U., Rotterdam

Frans A. J. Van den Bosch, Erasmus U., Rotterdam

10:40 am - 12:00 pm
Convention Center
15A

Competitive Advantage

Chair

Irene Goll, U. of Scranton

Discussants

Bo Eriksen, Odense U.
Susan K. McEvily, U. of Pittsburgh

Capability Development, Organizational Growth, and Causality: A Dynamic Model of Competitive Advantage in the Money Market Mutual Fund Industry

Richard Jason Makadok, Emory U.
Gordon Walker, Southern Methodist U.

Adopting Total Quality for Competitive Advantage: A Resource-Based Evaluation

Thomas J. Douglas, U. of Evansville
William Q. Judge, Jr., U. of Tennessee, Knoxville

Strategic Managerial Behavior and Competitive Advantage in Service and Manufacturing Organizations

Avinash V. Mainkar, U. of Connecticut
Steven W. Floyd, U. of Connecticut

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

**Lead, Follow, or Get Out of the Way:
Negotiating a Balance Between
Strategic Distinctiveness and
Institutional Legitimacy**

This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers 'negotiate a balance' between the contradictory forces of competitive advantage through distinctiveness and institutional legitimacy through isomorphism.

Showcase symposium sponsored by BPS & OMT

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

**Environmental Management Strategy
and Competitive Advantage**

This symposium explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how casual ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.

Showcase symposium sponsored by BPS & ONE

10:40 am - 12:00 pm
Convention Center
15B

What Do Contracts Actually Say?

Joint symposium sponsored by BPS, ENT & OMT

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

**Metaphors for Teaching Strategy:
Art, Acting, and Adventure**

Joint symposium sponsored by BPS & MED

10:40 am - 12:00 pm
Convention Center
17B

**Measuring Organizational
Performance**

Papers from BPS, OB & PNS

12:20 pm - 2:10 pm
Convention Center
14A

**Intrafirm Networks and Interfirm
Alliances**

Chair
Roland Calori, Lyon Management
School

Discussant
Charlene E. Zietsma, U. of British
Columbia

Conference Proceedings Paper

*Strategic Linking Capability in
Intraorganizational Networks*
Wenpin Tsai, London Business School

*Strategic Alliances as Social Capital: A
Theory of the Nature of Social Capital and Its
Effect on Firm Performance*

Balaji R. Koka, U. of Pittsburgh
John E. Prescott, U. of Pittsburgh

*Changing From Competitive to Cooperative
Relationships Within Supply Chain Networks*
Warren Thomas Ritchie, U. of North
Carolina, Chapel Hill

Conference Proceedings Paper

*The Effect of Network Structure,
Environmental Volatility, National Culture,
and Previous Experience on Longevity of
Strategic Alliances*

Andrew J. Kim, U. of Central Oklahoma
Terrence C. Sebor, U. of Nebraska
Lester A. Digman, U. of Nebraska

*The Intraorganizational Ecology of Alliance
Formation*

Cristina Boari, U. of Bologna
Alessandro Lomi, U. of Bologna

12:20 pm - 2:10 pm
Convention Center
14B

Creating and Sharing Knowledge

Chair
John William Clarry, Montclair State U.

Discussants
Pamela S. Barr, Georgia State U.
Joseph T. Mahoney, U. of Illinois,
Urbana-Champaign

*Knowledge Sharing in Strategically
Interdependent Situations: Enacting Collective
Assumptions to Escape Retaliation*
Philippe N. Baumard, U. of Versailles
Jerome H. Ibert, U. of Paris

Networks and Knowledge: Knowledge Sharing Through the Interunit Network
Morten T. Hansen, Harvard U.

Interteam Transfer of Knowledge: An Exploratory Study of the Facilitators and Impediments to Sharing Practices Between Teams

Mary E. Zellmer-Bruhn, U. of Wisconsin, Madison
Cristina B. Gibson, U. of Wisconsin, Madison

Further Unpacking Stickiness: The Role of Biased Expectations in the Internal Transfer of Knowledge

Michael James Lenox, Massachusetts Institute of Technology

Integrating Product and Process of Thought: Towards a Pragmatic Theory of Strategy
Joseph T. Mahoney, U. of Illinois, Urbana-Champaign
Ron Sanchez, U. of Western Australia

12:20 pm - 2:10 pm
Convention Center
15A

Understanding Risk

Chair

Jay J. Janney, U. of Kentucky

Discussants

Emmanuel Josserand, U. of Paris
P. Konstantina Kioussis, U. of California, Los Angeles

The Behavioral and Economic Concepts of Risk: The Twain Shall Meet

Sayan Chatterjee, Case Western Reserve U.
Robert M. Wiseman, Michigan State U.

Conference Proceedings Paper

Governance and Risk Taking in the U.S. Cable Television Industry

Thomas R. Eisenmann, Harvard U.

Conference Proceedings Paper

Agency and Entrepreneurship Perspectives on Leveraged and Management Buyouts: Managing the Downside Versus the Upside

Mike Wright, U. of Nottingham
Jay Dial, Case Western Reserve U.
Robert E. Hoskisson, U. of Oklahoma

12:20 pm - 2:10 pm
Convention Center
15B

The Locus of Business Risk: An Analysis of Risk Factors in Initial Public Offerings
Kenneth R. MacCrimmon, U. of British Columbia

Martin L. Martens, U. of British Columbia

Nothin' but Net: Testing Organizational Theories Using Sports-Related Data

Joint symposium sponsored by BPS, OB & OMT

12:20 pm - 2:10 pm
Marriott North
San Diego C

Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum

Joint symposium sponsored by BPS & MED

12:20 pm - 2:10 pm
Westin
Balboa

Shared Interest Track on Escalating Into and Out of Jams

Papers from BPS, MC, MOC & OCIS

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

Shared Interest Track on Major Organizational Changes

Papers from BPS, HCM, OM & ONE

12:20 pm - 2:10 pm
Convention Center
8

Shared Interest Track on International Joint Ventures

Papers from BPS, IM & OMT

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

Shared Interest Track on Supply Chain Integration

Papers from BPS, ONE & TIM

12:20 pm - 2:10 pm
Convention Center
17B

Shared Interest Track on Organizational Identity

Papers from BPS, MOC & OMT

2:30 pm - 3:50 pm
Convention Center
14A

Refocusing and Strategic Adaptation

Chair

Victor Brian Wayhan, U. of Houston

Discussants

Richard Jason Makadok, Emory U.

Henk W. Volberda, Erasmus U.,
Rotterdam

Conference Proceedings Paper

Speed and Potential Breakdown in the Process of Strategic Renewal

John Harald Aadne, U. of St. Gallen

Volker Mahnke, Copenhagen Business
School

Waiting to Restructure: An Examination of the Impact of the Conditions Leading to a Restructuring

Bryant Ashley Hudson, U. of Texas,
Dallas

Business Scope, Business Relatedness, and Firm Profitability: The Performance Effect of Corporate Refocusing

Jun Zhao, Southern Illinois U.,
Carbondale

Jianwen Liao, Robert Morris College

Corporate Restructuring During the 1980s: An Empirical Investigation of Its Antecedents and Consequences

Jianwen Liao, Robert Morris College

Jun Zhao, Southern Illinois U.,
Carbondale

Three Empirical Case Studies of Multifaceted Product Reorientations: How Much Does Strategic Adaptation Matter?

Michael Lubatkin, U. of Connecticut /
ESC, Lyon

Avinash V. Mainkar, U. of Connecticut

William S. Schulze, U. of Connecticut

Ron C. Cotterill, U. of Connecticut

2:30 pm - 3:50 pm
Convention Center
14B

Preserving and Mobilizing Knowledge in Complicated Organizational Situations

Chair

Anurag Sharma, U. of Massachusetts,
Amherst

Discussants

Steven W. Floyd, U. of Connecticut

Larry Stimpert, Colorado College

2:30 pm - 3:50 pm
Convention Center
15A

Conference Proceedings Paper

The Impact of Knowledge Codification, Experience Trajectories, and Integration Strategies on the Performance of Corporate Acquisitions

Harbir Singh, U. of Pennsylvania

Maurizio Zollo, INSEAD / European
Institute of Business Administration

Knowledge Mobilization in Complex Organization: Diverse Knowledge, Administrative Barriers, and Integrating Mechanisms

Kazuhiro Asakawa, Keio U.

Tomo Noda, INSEAD

A Knowledge-Based Perspective on the Choice of Organizational Mode in International Cooperative Ventures

Jiatao Li, Hong Kong U. of Science and
Technology

Routines for Leveraging Knowledge Across Borders for Global New Product Development Capability: An Empirical Examination

Mohan Subramaniam, U. of Connecticut
N. Venkatraman, Boston U.

Strategic Decision Processes

Chair

Juan Florin, U. of Connecticut

Discussants

Sayan Chatterjee, Case Western
Reserve U.

Louis D. Marino, U. of Alabama

An Interpretive-Political Approach to Strategy Formation

Nidhi Srinivas, McGill U.

Analysis and Politics: A Dual Framework for Understanding Strategic Decision Processes

David S. Chappell, Ohio U.

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

Conference Proceedings Paper

Strategic Decision Making in the 21st Century Army

dt ogilvie, Rutgers U., Newark

Frances Elizabeth Hauge, Tulane U.

2:30 pm - 3:50 pm
Convention Center
15B

Discourse and Change in Organizations

Joint symposium sponsored by BPS, MOC & OMT

2:30 pm - 3:50 pm
Westin
Balboa

Shared Interest Track on Executive Compensation

Papers from BPS, HR, OB & SIM

2:30 pm - 3:50 pm
Convention Center
17B

Shared Interest Track on Designing Organizations

Papers from BPS, ODC & OMT

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

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

4:10 pm - 5:30 pm
Convention Center
14A

Corporate Governance Modes, Structures, and Inseparability

Chair
Maheshkumar P. Joshi, Saint Joseph's U.

Discussants
Vincent L. Barker III, U. of Wisconsin,
Milwaukee
Sven-Olof Collin, Lund U.

Conference Proceedings Paper
Contractual Commitments, Bargaining Power, and Governance Inseparability: Incorporating History Into the Transaction Cost Theory of the Firm
Nicholas Samuel Argyres, U. of Southern California
Julia Porter Liebeskind, U. of Southern California

Firm Boundaries, Governance Structures, and (Information) Technology Changes: New Wines, Old Bottles
Michael George Jacobides, U. of Pennsylvania

External Technology Sourcing and the Choice of Governance Mode: Firm Characteristics as Moderators of the 'Theories' of the Firm
Kevin G. Corley, Pennsylvania State U.
H. Kevin Steensma, Pennsylvania State U.

4:10 pm - 5:30 pm
Convention Center
15A

An Examination of the Relationship of Governance to Performance
Jerilyn W. Coles, Arizona State U., West
Victoria B. McWilliams, Arizona State U., West
Nilanjan Sen, Arizona State U., West

Knowledge, Technology, and New Product Development

Chair
Patricia Gorman Clifford, Case Western Reserve U. / McKinsey & Co.

Discussants
Charles Dhanaraj, U. of Western Ontario
Vinay K. Garg, U. of Texas, Arlington

Interfirm Differences in the Conversion of Technological Knowledge Into Performance: A DEA Approach
Sudhir Mallya, Hunt Wesson, Inc.
P. N. Subbanarasimha, U. of Waterloo

Evolutionary Patterns in Building Technological Competence: An Empirical Examination of Search Routines in R&D
Atul A. Nerkar, Columbia U.
Ian C. MacMillan, U. of Pennsylvania

Conference Proceedings Paper
Acquiring Knowledge-Based Resources Through the Retention of Human Capital: Evidence From High-Tech Acquisitions
Annette L. Ranft, West Virginia U.
Michael D. Lord, Wake Forest U.

Conference Proceedings Paper
Contingency Theory and the Characteristics of Knowledge: Strategic, Environmental, and Knowledge Predictors of International R&D Organization
Julian Mark Birkinshaw, Stockholm School of Economics
Robert Nobel, Institute of International Business

Leveraging Expertise for Differential Capabilities: The Case of Organizational Routines for Global New Product Development
Mohan Subramaniam, U. of Connecticut
N. Venkatraman, Boston U.

4:10 pm - 5:30 pm
Convention Center
14B



Teaching New Teachers to Teach

Chair
Brian Golden, U. of Western Ontario

Panel
Rocky DeWitt, Pennsylvania State U.
Steven W. Floyd, U. of Connecticut
Brian Golden, U. of Western Ontario
Kevin J. Laverty, U. of Washington,
Bothell
Briance Mascarenthas, Rutgers U.,
Camden

4:10 pm - 5:30 pm
Convention Center
16B

What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology

This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research 'generating' field.

Showcase symposium sponsored by BPS, OMT & TIM

4:10 pm - 6:00 pm
Convention Center
15B

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

Joint symposium sponsored by BPS, MOC & OMT

4:10 pm - 5:30 pm
Convention Center
16A

Why Alliance Trust Matters: Defining and Measuring Trust in Interorganizational Relationships

Joint symposium sponsored by BPS & OMT

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

Interactive Paper Session

Papers from BPS, IM & OMT

CAREERS

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

Innovative Alliances in Management Education and Training

Joint symposium sponsored by CAR & MED

10:40 am - 12:00 pm
Westin
Library

Division Welcome

Mentors and Mentoring: Concepts and Outcomes

Division Welcome
Sherry E. Sullivan, Bowling Green State U.
Hugh P. Gunz, U. of Toronto

Chair
Barbara A. Ribbens, St. Cloud State U.

Discussants
Tammy D. Allen, U. of South Florida
Saroj Parasuraman, Drexel U.

Examining the Relationship Between Mentoring and Work-Family Conflict
Troy R. Nielson, U. of Utah
Dawn S. Carlson, U. of Utah
Melenie J. Lankau, Cornell U.

Conference Proceedings Paper Winner of Careers Division Applied Paper Award

Mentor Functions and Outcomes: A Comparison of Men and Women in Formal and Informal Mentoring Relationships
Belle Rose Ragins, U. of Wisconsin, Milwaukee
John Cotton, Marquette U.

The Mentoring Relationship as an Organizational Exchange: The Process of Developing and Maintaining Successful Mentoring Relationships

Angela M. Young, California State U., Los Angeles
Pamela L. Perrewe, Florida State U.

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

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

Joint symposium sponsored by CAR & MED

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

Shared Interest Track on Teleworking and Telecommuters

Papers from CAR, IM & TIM

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

What Matters Most to Women in Entrepreneurial Careers

Joint symposium sponsored by CAR, ENT & GDO

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

What Matters Most in the Management of Expatriates

Joint symposium sponsored by CAR, HR & IM

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

Interactive Paper Session

Papers from CAR, HR & OB

2:30 pm - 3:50 pm
Westin
Library

Careers, Cultures, and National Competitiveness Symposium

Chair

Michael B. Arthur, Suffolk U.

Discussants

Boas Shamir, Hebrew U.

John Van Maanen, Massachusetts

Institute of Technology

New Zealand: Careers in a Deregulating Economy

Michael B. Arthur, Suffolk U.

Kerr Inkson, U. of Auckland

Judith K. Pringle, U. of Auckland

France Careers Through Hybridization

Loic Cadin, ESC, Paris

Anne-Francois Bailly, ESSEC

Veronique de Saint-Giniez, Group ESC, Tours

Hong Kong: Careers Across Borders

Bee Leng Chua, Chinese U. of Hong Kong

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

Bridging the Academic-to-Practice Gap: Careers and Processes Insuring That Research Makes a Practical Difference

This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants' consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.

Showcase symposium sponsored by CAR, MC & OB

2:30 pm - 3:50 pm
Marriott North
San Diego C

The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides

Joint symposium sponsored by CAR & MED

4:10 pm - 5:30 pm
Westin
Library

Leaving the Company: Why and Whither?

Chair

Joan D. Mahoney, Montclair State U.

Discussants

Susan M. Adams, Bentley College

Robert F. Morrison, Navy Personnel

Research and Development Center

Acceptance of Buyout Offers in the Face of Downsizing: Empirical Evidence From the Korean Electronics Industry

Daniel C. Feldman, U. of South Carolina

Seongsu Kim, Seoul National U.

Job Search Behavior of Older Workers

Aaron J. Ard, Cornell U.

Marcie A. Cavanaugh, Cornell U.

Should I Stay or Should I Go? Occupational Matching and Internal and External Mobility

Steffanie L. Wilk, U. of Pennsylvania

Elizabeth A. Craig, U. of Pennsylvania

CONFLICT MANAGEMENT

8:30 am - 10:20 am
Westin
Imperial

The Effects of Social Context on Perceptions of Justice

Chair
Catherine Tinsley, Georgetown U.
Contextual Factors Associated With the Development of Procedural Justice Climate
Stefanie E. Naumann, Louisiana State U.
Nathan Bennett, Louisiana State U.

Conference Proceedings Paper Winner of CM Division Best Paper Award

The Social Construction of Injustice: Fairness Judgments in Response to Own and Others' Unfair Treatment by Authorities
Laura J. Kray, Northwestern U.
Leigh L. Thompson, Northwestern U.

Winner of CM Division Best Student Paper Award

Social Context and Fairness: The Relationship Between Gender and Workgroup Composition and Perceptions of Fairness
Lucy L. Gilson, Georgia Institute of Technology
The Role of Distributive and Procedural Justice in Predicting Propensity to Litigate Among Layoff Survivors
Kelly Anne Mollica, Wake Forest U.
Barbara Gray, Pennsylvania State U.

8:30 am - 10:20 am
Marriott South
Marina D

Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice

Joint symposium sponsored by CM, ONE & SIM

9:00 am - 10:20 am
Marriott North
Columbia 2

Shared Interest Track on Negotiating Conflicts Constructively

Papers from CM, HCM & IM

10:40 am - 12:00 pm
Westin
Imperial

Conflict Within Groups and Teams

Chair
Julie B. Olson-Buchanan, California State U., Fresno

Are Work Teams Fair? An Examination of Work Team Characteristics From an Organizational Justice Perspective
Jasmine Tata, Loyola U., Chicago
Lynn Bowes-Sperry, James Madison U.

Constrained Behavior: A Cultural Analysis of Reward Allocation in Chinese Groups
Madan M. Pillutla, Hong Kong U. of Science and Technology
Jiing-Lih Farh, Hong Kong U. of Science and Technology
Cynthia Lee, Northeastern U.
Zhiang Lin, Management Science Associates, Inc.

What Makes a Difference? The Impact of Individual Demographic Differences, Group Diversity, and Conflict on Individual Performance
Sherry M. B. Thatcher, U. of Pennsylvania
Karen ETTY Jehn, U. of Pennsylvania
Clint Chadwick, U. of Pennsylvania

Organizational Learning and the Role of Conflict
Teri C. Tompkins, U. of Redlands
Kathryn S. Rogers, Pitzer College

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

Communal Models of Organizations: An Alternative to Traditional Hierarchical Models

Joint symposium sponsored by CM, GDO & OMT

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

**Getting to ‘What Matters Most’:
Overcoming the Roadblocks to
Studying Sensitive Topics**

Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.

Showcase symposium sponsored by CM, OB & RM

2:30 pm - 3:50 pm
Westin
Imperial

**Variations in Approach to Conflict:
Race, Moral Development, and
Culture**

Chair

Holly Schroth, U. of California, Berkeley

*Know Thine Enemy: An Exploration of the
Impact of Racial Culture on Interpersonal
Conflict*

Martin N. Davidson, Dartmouth College

*An Examination of the Relationships of
Conflict Management Strategies to Moral
Development*

M. Afzalur Rahim, Western Kentucky U.
Gabriel F. Buntzman, Western
Kentucky U.

Douglas E. White, Western Michigan U.

*Harvesting Behavior in Asymmetric Social
Dilemmas: A Comparison of Two Cultures*

Kimberly A. Wade-Benzoni,
Northwestern U.

Tetsushi Okumura, Shiga U.

Jeanne M. Brett, Northwestern U.

Don A. Moore, Northwestern U.

Ann E. Tenbrunsel, U. of Notre Dame

Max H. Bazerman, Northwestern U.

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

**The Clash Between Workplace
Harassment Law and Constitutional
Rights to Free Speech: What Matters
Most?**

Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff's bar, and sexual and racial harassment and organizational justice scholars.

Showcase symposium sponsored by CM, GDO & SIM

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

Interactive Paper Session

Papers from CM, HR & OB

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

**Positive Conflict in East Asia:
Emerging Paradigms**

Joint symposium sponsored by CM, IM & OB

4:10 pm - 5:30 pm
Westin
Balboa

**Shared Interest Track on Procedural
Justice in the Workplace**

Papers from CM, OB, ODC & PNS

5:45 pm - 6:30 pm
Westin
Imperial

Business Meeting

Division Chair

Robin L. Pinkley, Southern Methodist U.

6:30 pm - 8:00 pm
Westin
Santa Fe

Social Hour

ENTREPRENEURSHIP

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

Division Welcome
Program Chair
Nancy Upton, Baylor U.

9:00 am - 10:20 am
Marriott South
Point Loma

Entrepreneurial Orientation and Process

Chair
Robert C. Hill, U. of Houston

Discussants
Sherrie E. Human, Xavier U.
Scott W. Kunkel, San Diego State U.

Dimensionality of the Entrepreneurial Posture/Orientation Construct: A Structural Equation Study
Phil E. Stetz, Texas Tech U.
Alex Stewart, Texas Tech U.
Roy D. Howell, Texas Tech U.
John D. Blair, Texas Tech U.
Myron D. Fottler, U. of Alabama, Birmingham

Do New Entrant Firms Have an Entrepreneurial Orientation?
G. T. Lumpkin, U. of Illinois, Chicago

Managerial Value and the Entrepreneurial Process
Richard James Arend, New York U.

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

Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?

Joint symposium sponsored by ENT, MC & PNS

9:00 am - 10:20 am
Marriott South
Torrance

Shared Interest Track on Management Succession

Papers from ENT, MC & OB

10:40 am - 12:00 pm
Marriott South
Point Loma

Entrepreneurial Behavior, Attitudes, and Goals

Chair
Lloyd W. Fernald, U. of Central Florida

Discussants
Pat Dickson, U. of Louisville
Daryl Mitton, San Diego State U.

Digging Deeper: A Cross-Cultural Comparison of Entrenched Entrepreneurs' Goals
Amy L. Kenworthy, U. of North Carolina, Chapel Hill
Hugh M. O'Neill, U. of North Carolina, Chapel Hill
Mark B. Thesing, U. of North Carolina, Chapel Hill
Thomas S. Bateman, IMD International, Switzerland

Entrepreneurial Attitudinal Orientation: A Refinement and Empirical Assessment
Emeric Solymossy, Western Illinois U.

Entrepreneurial Self-Efficacy: Some Antecedents and Outcomes
Peggy A. Golden, Florida Atlantic U.
Donna K. Cooke, Florida Atlantic U.

10:40 am - 12:00 pm
Convention Center
15B

Shared Interest Track on What Do Contracts Actually Say?

Joint symposium sponsored by BPS, ENT & OMT

10:40 am - 12:00 pm
Convention Center
8

Shared Interest Track on Developing Knowledge Capital

Papers from ENT, IM, MOC & OMT

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

What Matters Most to Women in Entrepreneurial Careers

Joint symposium sponsored by CAR, ENT & GDO

12:20 pm - 2:10 pm
Marriott South
Point Loma

Managing in Transitional Economies: Chinese and Eastern European Experiences Compared and Contrasted

Symposium

Co-Chairs

J. Justin Tan, California State U., San Marcos
Michael W. Peng, Ohio State U. / Chinese U. of Hong Kong

Discussants

Oded Shenkar, Tel Aviv U. / Ohio State U.
Ivan M. Manev, U. of Maine

Russia's Economic Reform Program: Has the Neo-Liberal Agenda Caused More Pain Than Gain?

Marianna Afanassieva, U. of Wolverhampton
Milford Bateman, U. of Wolverhampton

An International Comparison of Firm Performance After Privatization: The Impact of Contract Conditions Set Forth by Governments in Central and Eastern Europe

Klaus Uhlenbruck, California State U., San Marcos

New and Small Players on a Shaking Ground: A Multicase Study of Emerging Entrepreneurial Firms in a Transforming Economy

Tatiana S. Manolova, Boston U.
Aimin Yan, Boston U.

Toward Alliance Postsocialism: Business Strategies in a Transitional Economy

Michael W. Peng, Ohio State U. / Chinese U. of Hong Kong
J. Justin Tan, California State U., San Marcos

2:30 pm - 3:50 pm
Marriott South
Point Loma

Issues in Family-Owned Firms

Chair

Ramona K. Z. Heck, Cornell U.

Discussants

Gibb Dyer, Jr., Brigham Young U.
Joel McCann, Pacific Lutheran U.

Charity Begins at Home: The Family Firm and Community Philanthropy

Reginald A. Litz, U. of Manitoba
Alice C. Stewart, Ohio State U.

Managerial Leadership Capability and Organizational Performance: The Relationship Between Successors' Capability and Organizational Performance in a Family-Owned Business

Sandra West King, George Washington U.

Erik K. Winslow, George Washington U.
T. O. Jacobs, Industrial College of the Armed Forces National Defense U.

Recruiting Outside Board Members in the Small Family Business: Challenging the Dominant Logic

Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research
Bengt Johannisson, Scandinavian Institute for Research in Entrepreneurship / U. of Växjö, Sweden

4:10 pm - 5:30 pm
Marriott South
Point Loma

Business Meeting

Division Chair

McRae C. Banks II, Worcester Polytechnic Institute

5:30 pm - 7:00 pm
Marriott South
Point Loma

Social Hour

GENDER & DIVERSITY IN ORGANIZATIONS

8:45 am - 9:00 am
Marriott South
Solana

Division Welcome

Division Chair
Lisa A. Mainiero, Fairfield U.

Program Chair
Laura Graves, Clark U.

9:00 am - 10:20 am
Marriott South
Solana

Dorothy Harlow Best Paper Award Session

Chair
Robin Johnson, U. of Virginia

Discussant
Mary E. Graham, Georgia State U.

**Conference Proceedings Paper
Winner of Dorothy Harlow Award**
*Racial Composition and Voluntary Turnover in
a Multiracial Setting*
Marta M. Elvira, U. of California, Irvine
Christopher D. Zatzick, U. of California,
Irvine

Conference Proceedings Paper
*He Said, She Said: Remedial Accounts and
Judgments of Coworker Sexual Harassment*
Jasmine Tata, Loyola U., Chicago

Conference Proceedings Paper
*Gender and Compensation in Healthcare
Management: A Replication Study*
Peter Alan Weil, American College of
Healthcare Executives
Peter Allen Kimball, American College of
Healthcare Executives
Cynthia Carter Haddock, U. of Alabama,
Birmingham

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



Autobiographical and Conversational Learning: A Nexus For a Feminist Approach to Educating for a World of Difference

Symposium

Chair
Susan Ann Comerford, Case Western Reserve U.

Autobiography as a Feminist Methodology in Diversity Education
Susan Ann Comerford, Case Western Reserve U.

Conversational Learning: Creating a Receptive Space to Hear the Unfamiliar
Ann C. Baker, George Mason U.

The Use of Autobiography in the Classroom: Learning Through Mutual Intersubjectivity
Mary J. Fambrough, Case Western Reserve U.

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

Communal Models of Organizations: An Alternative to Traditional Hierarchical Models

Joint symposium sponsored by CM, GDO & OMT

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

What Matters Most to Women in Entrepreneurial Careers

Joint symposium sponsored by CAR, ENT & GDO

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

Gender Bias in Evaluations of Employees and Leaders

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

Discussant
Diana Reed, Drake U.

An Examination of Gender Differences in Performance Appraisal: A Laboratory and a Field Study

James A. Carey, Arizona State U., West
Donna Blancer, Arizona State U.

"But It Doesn't Mean Anything, It's Just A Cartoon": Cartoons as Primes for Stereotypes of Women in the Workplace

Elizabeth A. Haley, Rice U.
David J. Schneider, Rice U.

Gender Differences in Participative Management: An Explanatory Model

Janet Romaine, McMaster U.
Isik Urla Zeytinoglu, McMaster U.
John W. Medcof, McMaster U.

The Effects of Dyad Gender Composition, Type of Organization, and Domain of Leadership Behavior on Subordinate Satisfaction

Roya Ayman, Illinois Institute of Technology
Linette Heatherly, Illinois Institute of Technology
Karen Korabik, U. of Guelph

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

Understanding Diverse Groups

Chair
Kim Morouney, Wilfrid Laurier U.

Discussant
Janice R. W. Joplin, Southern Illinois U., Edwardsville

A Social Categorization Approach to Team Diversity Using Artificial Intelligence Methods
Margarita Mayo, U. of Western Ontario

Demographic Diversity and Group Processes as Correlates of Collective Efficacy
Leisa D. Sargent, Queensland U. of Technology
Christina Sue-Chan, U. of Western Australia

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

The Changing Epistemological Assumptions of Group Theory

Mary J. Fambrough, Case Western Reserve U.
Susan Ann Comerford, Case Western Reserve U.

The Clash Between Workplace Harassment Law and Constitutional Rights to Free Speech: What Matters Most?

Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff's bar, and sexual and racial harassment and organizational justice scholars.

Showcase symposium sponsored by CM, GDO & SIM

4:10 pm - 5:30 pm
Marriott South
Solana

Dessert Extravaganza and Dialogue About the Evolution of the Division

Division Chair
Lisa A. Mainiero, Fairfield U.

5:30 pm - 6:30 pm
Marriott South
Solana

Business Meeting

Division Chair
Lisa A. Mainiero, Fairfield U.

6:30 pm - 8:30 pm
Marriott South
Solana

Social Hour

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

HEALTH CARE MANAGEMENT

8:45 am - 9:00 am
Marriott South
Green Room

Division Welcome

Program Chair
Barbara Bigelow, Clark U.

9:00 am - 10:20 am
Marriott South
Green Room

**The Organization of Work: Its
Impact on Physicians and Patients**

Chair

Barbara A. Mark, Virginia
Commonwealth U.

Discussants

Diane Brannon, Pennsylvania State U.
Eric Steven Williams, U. of Missouri,
Columbia

*Beyond 'Unloving Care': Linking Work
Organization and Patient Care Quality in
Nursing Homes*

Susan C. Eaton, Massachusetts Institute
of Technology / Radcliffe Public Policy
Institute

10:40 am - 12:00 pm

Marriott North
Columbia 2

Outcomes in Geriatric Health Education

John A. Valentine, U. of Central Florida
Jurgis Karuza, State U. of New York,
Buffalo

Barbara A. Boyken, Oleen Consultants

*Redefining Knowledge Flows in Health Care:
From Technology Transfer to the Translation of
Knowledge*

Ewan B. Ferlie, U. of London
Louise Fitzgerald, U. of Warwick
Martin Wood, U. of Warwick

**Shared Interest Track on
Technological Development**

Papers from HCM, OMT & TIM

Conference Proceedings Paper

**Winner of HCM Division Best Paper
Award**

*Physician Executives in Managed Care Settings:
Characteristics and Job Involvement Across
Two Career Stages*

Timothy J. Hoff, State U. of New York,
Albany

12:20 pm - 2:10 pm

Marriott South
Green Room

**Strategy in Health Care: Three
Contexts**

Chair

Andrew T. Sumner, Georgia State U.

Discussants

K. Joanne McGlown, U. of Alabama,
Birmingham
Peter C. Olden, U. of Scranton

*Physician Involvement in Management and
Governance: The Moderating Effects of Medical
Staff Structure and Composition*

Melissa J. Succi, U. of Michigan
Jeffrey A. Alexander, U. of Michigan

**Conference Proceedings Paper
Winner of HCM Division Best Theory-to-
Practice Paper**

*Adaptive Strategies of Academic Health
Centers: Will They Survive or Go the Way of
Dinosaurs?*

Sharon Topping, Sheps Center, U. of
North Carolina
John Hyde, U. of Mississippi Medical
Center

9:00 am - 10:20 am
Marriott North
Columbia 2

**Shared Interest Track on Negotiating
Conflicts Constructively**

Papers from CM, HCM & IM

John Barker, U. of Mississippi Hospitals
and Clinics
Frederick D. Woodrell, U. of Mississippi
Hospitals and Clinics

Are Rural Hospitals 'Strategic'?

Hanh Q. Trinh, U. of Wisconsin,
Milwaukee

10:40 am - 12:00 pm
Marriott South
Green Room

The Management of Knowledge

Chair

Sherril B. Gelmon, Portland State U.

Discussants

Donde P. Ashmos, U. of Texas, San
Antonio
Maria A. Friedman, HCFA

*Knowledge-Based Resources in the Hospital
Industry: The Managerial*

Consensus-Performance Relationship
Adelaide Wilcox King, U. of Virginia
Carl P. Zeithaml, U. of Virginia

*Service Specialization Among New York State
Nursing Homes in 1995*

Jane C. Banaszak-Holl, U. of Michigan
John McCarthy, U. of Michigan

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

Shared Interest Track on Major Organizational Changes

Papers from BPS, HCM, OM & ONE

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

Strategy in Health Care: Three Perspectives

Chair

Ruth A. Mohr, Michigan Public Health Institute

Discussants

Margarete Arndt, Clark U.
Kanak Gautam, Saint Louis U.

Environmental Turbulence and Organizational Change in Health Care: An Institutional Perspective

James B. Goes, U. of Alaska, Southeast

Hospital Provision of Prevention and Health Promotion Services: An Organizational Adaptation Perspective

E. Jose Proenca, Widener U.
Michael D. Rosko, Widener U.
Jacqueline S. Zinn, Temple U.

Insights From Game Theory for Strategic Alliance Formation: The Case of the Health Care Industry

William Q. Judge, Jr., U. of Tennessee, Knoxville
Joel A. Ryman, U. of Tennessee, Knoxville

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

Understanding the 'Black Box' Better: Identifying the Organizational and Professional Dynamics in Managed Care

Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.

Showcase symposium sponsored by HCM, OMT & PNS

HUMAN RESOURCES

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

Contemporary Issues in Compensation

Chair

Debra J. Cohen, George Washington U.

Discussant

Edilberto F. Montemayor, Michigan State U.

An Empirical Examination of the Effect of Mandated Compensation Disclosure on Executive Compensation

Jane Craighead, Concordia U.
Michel Magnan, HEC, Montreal
Linda Elizabeth Thorne, York U.

Employee Stock Ownership and Organizational Commitment: What Matters Most to Airline Pilots

Meg G. Blubaugh, Unaffiliated
John E. Gamble, U. of South Alabama
Robert Culpepper, Stephen F. Austin State U.

Parity Through Compensation Management: The Salary Cap in the National Football League

James A. Carey, Arizona State U., West
Ethan Lock, Arizona State U.

The Determinants of Team Rewards in Entrepreneurial Firms

David B. Balkin, U. of Colorado, Boulder
Gideon D. Markman, U. of Colorado, Boulder

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

Supervision Versus Empowerment? New Perspectives on an Old Debate

Joint symposium sponsored by HR & OB

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

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

Joint symposium sponsored by HR & OB

9:00 am - 10:20 am **Shared Interest Track on Job Satisfaction and Performance**
Westin
Balboa
Papers from HR, OB & RM

9:00 am - 10:20 am **Interactive Paper Session**
Westin
California A
Papers from HR, IM & MOC

10:40 am - 12:00 pm **New Insights Into Service Management: What Employee Attitudes, Perceptions, and Behaviors Matter Most to Customers?**
Westin
Presidio
Symposium
Chair
David E. Bowen, Thunderbird
Discussants
Peter K. Mills, U. of Oregon
Robert L. Cardy, Arizona State U.
Customer Service Citizenship Behaviors: Construct Definition and Scale Development
Robert W. Renn, U. of Memphis
Beverly J. Vaughan, U. of Memphis
A Trickle-Down Model of Organizational Justice: Relating Instructors' and Students' Perceptions of, and Reactions to, Fairness
Suzanne S. Masterson, U. of Cincinnati
Fairness Perceptions Among Customer Service Employees: An Empirical Test of the DSB Model
Donna Blancero, Arizona State U.
Scott A. Johnson, Arizona State U.
Linking Employee Attitudes and Customer Satisfaction in Service Encounters
Dan Moshavi, U. of Oregon

10:40 am - 12:00 pm **Understanding Human Resource Management From a Global Perspective**
Westin
Plaza A

Chair
Barbara L. Rau, U. of Wisconsin, Oshkosh
Discussants
Benito Arrunada, U. Pompeu Fabra, Barcelona
Dennis W. Gibson, Troy State U.
Ethnocentric Staffing and International Assignments: A Transaction Cost Theory Approach
Rebecca E. Weems, U. of Kentucky
Issues in Strategic Human Resource Management for Transnationals in Europe
Brenda Richey, Florida Atlantic U.
Stefan Wally, Chapman U.
Managing Human Resource for Competitive Advantage: A Study of Companies in Singapore
Naresh Khatri, Nanyang Technological U.
The Relationship Between Socioeconomic Development and International Human Resource Management: Evidence From Asia
Karen L. Middleton, Oklahoma City U.
Steven J. Simon, Oklahoma City U.

10:40 am - 12:00 pm **Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice**
Westin
California C

Joint symposium sponsored by HR, OB & RM

10:40 am - 12:00 pm **Shared Interest Track on Illegal and Unethical Behaviors**
Westin
Balboa

Papers from HR, OMT & SIM

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

Assessing Employee Performance: Methodological and Conceptual Factors

Chair

Robert L. Cardy, Arizona State U.

Discussants

Teri J. Elkins, U. of Houston
Angelo S. DeNisi, Texas A&M U.

Conference Proceedings Paper

Rater-Ratee Personality Similarities Predict Peer Appraisal Ratings

David Antonioni, U. of Wisconsin, Madison
Heejoon Park, U. of Wisconsin, Madison

Separating the Multiple Uses of Performance Appraisal: Clarity Out of Confusion?

Wendy R. Boswell, Cornell U.
John W. Boudreau, Cornell U.

The Relative Effectiveness of Facilitator, Peer, and Self Appraisals for Improving the Performance of MBA Students

Christina Sue-Chan, U. of Western Australia
Gary P. Latham, U. of Toronto

Conference Proceedings Paper

When are Performance Ratings From Different Constituencies Truly Comparable? A Review of Measurement Artifacts in Studies of Self-Appraisal Accuracy

Gordon W. Cheung, Chinese U. of Hong Kong

12:20 pm - 2:10 pm
Convention Center
16A

What Explains the Adoption of High Involvement Human Resource Practices in Service Industries?

Joint symposium sponsored by HR & OMT

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

What Matters Most in the Management of Expatriates

Joint symposium sponsored by CAR, HR & IM

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

Interactive Paper Session

Papers from CAR, HR & OB

2:30 pm - 3:50 pm
Marriott North
San Diego A

Recent Advances and Continuing Challenges in Criterion Development and Measurement

Joint symposium sponsored by HR & RM

2:30 pm - 3:50 pm
Westin
Presidio

The Antecedents and Consequences of Employee Turnover

Chair

Janice S. Miller, U. of Wisconsin, Milwaukee

Discussants

Robert P. Steel, U. S. Air Force Institute of Technology
Greg L. Stewart, Vanderbilt U.

Alternative Pay Practices and Employee Turnover

James P. Guthrie, U. of Kansas / U. of Waikato

Establishing New Relationships Within a Traditional Voluntary Turnover Model: The Effects of a Multidimensional Approach to Actual Ease of Movement in the Job Market
Charlie O. Trevor, Pennsylvania State U.

12:20 pm - 2:10 pm
Westin
Presidio

Managing Employee Diversity

Chair

Cheryl L. Adkins, Louisiana State U.

Discussants

Mary Jo Vaughan, Mercer U.
Carolyn Wiley, Georgia State U.

Selecting Leaders Based on Merit Versus Demography: Reactions and Implications Across Race and Gender Lines

Marcus M. Stewart, U. of North Carolina, Chapel Hill

The Effect of Acculturation on Hispanic MBA Values and Job Attribute Preferences: What Changes?

Carolina B. Gomez, U. of Houston

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

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

Contextual Performance of Temporary, Part-Time, and Virtual Employees: When Does Work Status Make a Difference?

Joint symposium sponsored by HR & OB

High Involvement Work Practices, Turnover, and Productivity: Evidence From New Zealand
James P. Guthrie, U. of Kansas / U. of Waikato

2:30 pm - 3:50 pm
Westin
Balboa

Shared Interest Track on Executive Compensation

Papers from BPS, HR, OB & SIM

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

The Impact of Human Resources on Organizational Performance

Chair

Judith A. Tansky, James Madison U.

Discussants

Paula Silva, U. of Georgia

Elizabeth Weatherly, U. of Georgia

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

Interactive Paper Session

Papers from CM, HR & OB

Measurement Error in Research on Human Resource Decisions and Firm Performance: How Much Error Is There and How Does it Influence Effect Size Estimates?

Barry A. Gerhart, Vanderbilt U.

Patrick M. Wright, Cornell U.

Gary C. McMahan, U. of Texas,
Arlington

Scott A. Snell, Pennsylvania State U.

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

Training and Human Capital: Assessment and Measurement

Chair

Jon C. Carr, Mississippi State U.

Discussant

David B. Balkin, U. of Colorado,
Boulder

Conference Proceedings Paper

SHRM Configurations and Perceived

Organizational Performance

Michael Anthony Sheppeck, U. of St.
Thomas

A Longitudinal Investigation of the Determinants of Transfer of Training

Alice P. Gaudine, Memorial U. of
Newfoundland

Alan M. Saks, York U.

The Effect of Human Resource Management Practices on the Perceptions of Organizational and Market Performance of the Firm

Shay S. Tzafir, Technion Institute of
Technology

Gedaliahu H. Harel, Technion Institute
of Technology

Fun and Games: The Influence of a Playful Pretraining Intervention and Microcomputer Playfulness on Computer Related Performance

Kevin P. Pauli, U. of Nebraska

Douglas R. May, U. of Nebraska

Richard L. Gilson, U. of Nebraska

Human Resource Management, Intellectual Capital, and Organizational Performance

Mark Alan Youndt, U. of Connecticut

Scott A. Snell, Pennsylvania State U.

Which Resources Matter in Initial Public Offering Firms? A Longitudinal Comparison of Five Resources' Contributions to Firm Performance

Theresa M. Welbourne, Cornell U.

Trainees' Attributes and Attitudes Revisited: A Meta-Analytic Path Analysis of Noe's (1986) Model of Motivation to Learn and Training Effectiveness

Jason Alan Colquitt, Michigan State U.

Jeffrey A. LePine, Michigan State U.

Raymond A. Noe, Michigan State U.

Training Activities and the Transfer of Training

Alan M. Saks, York U.

Monica Belcourt, York U.

4:10 pm - 5:30 pm
Westin
Presidio

**The Effectiveness of HR Programs:
Contingency Approaches**

Chair

Jon M. Werner, U. of Wisconsin,
Whitewater

Discussants

Ronald Jay Karren, U. of Massachusetts,
Amherst
Charles E. Lance, U. of Georgia

Conference Proceedings Paper

*Corporate Reorganization and the
Intraorganizational Mobility Response: An
Analysis of Promotion and Layoff in a Large
U.S. Firm, 1967-1993*

John Charles Dencker, Harvard U.

*Effects of Personality, Cognitive Ability, Stress,
and Fit on Job Search and Separation Among
Employed Managers*

John W. Boudreau, Cornell U.
Wendy R. Boswell, Cornell U.

*Recruiter Assessments of Applicant
Person-Organization Fit in Selection Interviews*

Amy Kristof-Brown, U. of Iowa

*The Impact of Human Resource Capability on
Firm Profitability: Testing a Contingency
Model of Industry Environment*
Long W. Lam, U. of Houston, Clear
Lake

Conference Proceedings Paper

*Toward a Multilevel Theory of
Person-Environment Fit*
Karen J. Jansen, Texas A&M U. /
Cornell U.
Amy Kristof-Brown, U. of Iowa

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

**Mitigating Organizational
Dysfunction: A Role of
Accountability Systems**

Joint symposium sponsored by HR, OB & SIM

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

Interactive Paper Session

Papers from HR, MOC & ODC

5:30 pm - 6:30 pm
Westin
California A

**Ice Cream Social and Meeting With
Division Officers**

Division Chair
Jeanette Cleveland, Colorado State U.

INTERNATIONAL MANAGEMENT

Look for the Sessions on Culture

8:30 am - 9:00 am
Convention Center
8

Division Welcome

Division Chair

J. Michael Geringer, California
Polytechnic State U.

Program Chair

Douglas Nigh, U. of South Carolina

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

**International Strategic Alliances:
Partners and Performance**

Chair

Julius H. Johnson, Jr., U. of Missouri, St.
Louis

Discussant

Tailan Chi, U. of Wisconsin, Milwaukee

*Strategic Orientations and Partner Selection in
International Strategic Alliances: Institutional,
Country Heritage, and Resource-Based
Perspectives*

Michael A. Hitt, Texas A&M U.
Tina M. Dacin, Texas A&M U.
Edward Levitas, Texas A&M U.

*A Dynamic Model of the Strategic Alliance
Formation Process: Alliance Form and
Alliance Partner Selection*

Wei Shen, Texas A&M U.

*Autonomy and Dependence in Cross-Border
Alliances: A Three-Party Structural Approach
to Cooperative Ventures in Emerging
Economies*

James A. Robins, U. of California, Irvine
Stephen B. Tallman, Cranfield U. /
U. of Utah
Karin Fladmoe-Lindquist, U. of Utah

9:00 am - 10:20 am
Convention Center
8

***Culture and International
Management Distinguished Speaker***

Chair

Ellen Drost, Florida International U.

Think Locally, Act Globally

Geert Hofstede, U. of Maastricht /
Tilburg U.

9:00 am - 10:20 am
Marriott North
Columbia 2

**Shared Interest Track on
Negotiating Conflicts
Constructively**

Papers from CM, HCM & IM

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

**Shared Interest Track on Strategic
and Organizational Evolution**

Papers from BPS, IM & OMT

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

Interactive Paper Session

Papers from HR, IM & MOC

10:40 am - 12:00 pm
Convention Center
7A

**Conceptualizing and Measuring
Culture**

Chair

Schon Beechler, Columbia U.

Discussant

Sheila M. Puffer, Northeastern U.

Conference Proceedings Paper

*Language's Consequences: A Test of
Linguistic-Based Measures of Culture Using
Hofstede's Dimensions*

Joel West, U. of California, Irvine

John L. Graham, U. of California, Irvine

*Properties of Intracultural Variation: A
Study on Secondary Data of 42 Cultures*

Kevin Au, Chinese U. of Hong Kong

*Reflection on Hofstede's Fifth Dimension: A
Critique of 'Confucian Dynamism'*

Tony Fang, U. of Linköping

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

**Shared Interest Track on
Teleworking and Telecommuters**

Papers from CAR, IM & TIM

10:40 am - 12:00 pm
Convention Center
8

**Shared Interest Track on
Developing Knowledge Capital**

Papers from ENT, IM, MOC & OMT

10:40 am - 12:00 pm
Convention Center
7B

**Upper Echelons of International
Business Organizations**

Chair

Sara L. Keck, Pace U.

Discussant

Nicholas Athanassiou, Northeastern U.

*Bundling Human Capital With Organizational
Context: The Impact of International
Experience on CEO Pay and Multinational
Firm Performance*

Mason A. Carpenter, U. of Wisconsin,
Madison

William Gerard Sanders, Brigham
Young U.

Hal B. Gregersen, Brigham Young U.

*Composition and Processes of International Joint
Venture Management Groups: A New
Perspective on Alliance Effectiveness*

Donald Carroll Hambrick, Columbia U.

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

Jiatao Li, Hong Kong U. of Science and
Technology

Katherine Xin, Hong Kong U. of Science
and Technology / U. of Southern
California

*Composition of the Top Management Team and
Firm Internationalization*

Laszlo Tihanyi, California State U.,
Fullerton

Alan E. Ellstrand, California State U.,
Long Beach

Catherine M. Daily, Indiana U.,
Bloomington

Dan R. Dalton, Indiana U., Bloomington

Internationally Seasoned CEOs in U.S.

*Industry: Factors Affecting Internationalization
at the Top*

Arieh A. Ullmann, State U. of New
York, Binghamton

Sylvia Sloan Black, U. of North Carolina,
Chapel Hill

12:20 pm - 2:10 pm
Convention Center
7B

Critical Management Thought on the New Internal Network Organization Symposium

Chair

Andrew M. Pettigrew, U. of Warwick

Discussant

Raymond E. Miles, U. of California, Berkeley

Theoretical Perspectives on the New Internal Network Organization: A Reflexive Approach

Evelyn Maria Fenton, U. of Warwick
Tomas Mullern, Jonkoping U.
Andrew M. Pettigrew, U. of Warwick

Firm Restructuring in Europe: A Comparison of National Differences Between 1992 and 1996

Winfried Ruigrok, U. of St. Gallen
Richard C. Whittington, Oxford U.
Andrew M. Pettigrew, U. of Warwick

Practices and Performance in the New Network Organization

Richard C. Whittington, Oxford U.
Martin Conyon, U. of Warwick
Simon Ian Peck, U. of Warwick

The New Internal Network Organization: Human Resource Management Implications

Carlos J. Sanchez-Runde, IESE, U. of Navarra, Barcelona
Richard C. Whittington, Oxford U.
Javier Quintanilla, IESE, U. of Navarra, Barcelona

12:20 pm - 2:10 pm
Convention Center
7A

The Challenge of International Firms: Learning From and Living With National Cultural Differences Symposium

Chair

Michael Segalla, HEC

What We Really Know From Thirty Years of Cross-Cultural Research

Charles Hampden-Turner, Cambridge U.

The French Conquest of the American Market
Guillaume Franck, HEC

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

The Relationship Between National Culture and Organizational Learning Disabilities
Stephen W. Nason, Hong Kong U. of Science and Technology

Aligning Cultural Values With the Market and Human Needs of Companies
Michael Segalla, HEC

What Matters Most in the Management of Expatriates

Joint symposium sponsored by CAR, HR & IM

12:20 pm - 2:10 pm
Convention Center
8

Shared Interest Track on International Joint Ventures

Papers from BPS, IM & OMT

2:30 pm - 3:50 pm
Convention Center
7A

Culture and Management

Chair

Michael Segalla, HEC

Discussant

Charles Hampden-Turner, Cambridge U.

When Does Culture Matter?

Martha L. Maznevski, U. of Virginia
Cristina B. Gibson, U. of Wisconsin, Madison

Bradley L. Kirkman, U. of North Carolina, Greensboro

Do You Manage Globally or Does Culture Matter at All?

Gerhard M. Apfelthaler, FHS Kufstein
Matthias Karmasin, Nausner & Nausner

Management in Africa or Africa in Management? African Philosophical Thought in Organizational Discourse

Mzamo P. Mangaliso, U. of Massachusetts, Amherst
Nomazengele A. Mangaliso, Westfield State College

John M. Bruton, U. of Massachusetts, Amherst

Mental Models of Management Among Chilean Managers

Fernando F. Suárez, Massachusetts Institute of Technology
Monica L. North, U. of New Mexico

2:30 pm - 3:50 pm
Convention Center
7B

Internationalization of the Firm

Chair
Yair Aharoni, College of Management

Discussant
Vinod K. Jain, Bowling Green State U.

Toward Better Understanding of the 'How' Aspect of International Expansion
Jay H. Rhee, Ohio State U.

The Learning Process of Internationalizing Firms: Learning From Failures and From Successes
Harry G. Barkema, Tilburg U.
Freek Vermeulen, Tilburg U.

An Adaptive Model of Internationalization Process: Lessons Drawn From the President Enterprise Corporation
Long W. Lam, U. of Houston, Clear Lake
Louis P. White, U. of Houston, Clear Lake

The Road to MNE of Firms From Newly Industrialized Economies
Shige Makino, Chinese U. of Hong Kong
Chung-Ming Lau, Chinese U. of Hong Kong

2:30 pm - 3:50 pm
Marriott North
Columbia 2

Shared Interest Track on Leadership Development

Papers from IM, MED, OB & PNS

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

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

4:10 pm - 5:30 pm
Convention Center
7A

Diversification and Performance

Chair
Ronald Meyer, Erasmus U., Rotterdam

Discussant
Thomas P. Murtha, U. of Minnesota
Performance Effects of Diversification Strategies Among Japanese Multinational Firms: A Simultaneous Equation Model
Stephen B. Tallman, Cranfield U. / U. of Utah
J. Michael Geringer, California Polytechnic State U.
David M. Olsen, U. of Utah

4:10 pm - 6:00 pm
Convention Center
7B

Product, International Market, and International Operations Diversification: Linear, Curvilinear, and Interaction Relationships With Firm Performance
Chun-Chung Chen, U. of Texas, Dallas
Chadwick C. Nehrt, Quinnipiac College
Stephen E. Guisinger, U. of Texas, Dallas

International Diversity Versus International Diversification: Host Country Effects on Multinational Firm Performance
Aleta Best, U. of Massachusetts, Dartmouth

Relationships Within the Multinational Enterprise

Chair
John D. Daniels, U. of Richmond

Discussant
John R. Weeks, INSEAD

Predictors of Emergent Social Structure in a Multinational Enterprise
Ivan M. Manev, U. of Maine

Conference Proceedings Paper
Testing an International Interdependence Perspective of Control Within Multinational Corporations
Sharon O'Donnell, U. of Delaware
Kendall Roth, U. of South Carolina

Cultural Control in Foreign Subsidiaries of MNCs: A Case for the Host National Manager
John A. Volkmar, Temple U.

Global Teamwork in the Multinational: Bridging Research to Practice
W. Chan Kim, INSEAD
Subramanian Rangan, INSEAD
Harry David Korine, London Business School

4:10 pm - 6:00 pm
Marriott South
Marina D

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

Joint symposium sponsored by IM & ODC

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

**Positive Conflict in East Asia:
Emerging Paradigms**

Joint symposium sponsored by CM, IM & OB

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

Interactive Paper Session

Papers from BPS, IM & OMT

9:00 am - 10:20 am
Marriott North
Torrey 1&2



**What Matters Most in a Virtual
Learning Community
Symposium**

Chair

Regina Ferreira Bento, U. of Baltimore

*The Balanced Scorecard Executive Development
Seminar: An Experiment in Distance
Learning*

Regina Ferreira Bento, U. of Baltimore

*Developing Managerial Competencies for the
Intelligent Enterprise: A Triad Approach to
Learning*

Lynn Perry Wooten, U. of Florida

*Combined Virtual and Experiential Education
in International Entrepreneurship*

Charles M. Vance, Loyola Marymount U.

*Multinational Site Virtual Management
Education for the MBA Curriculum*

Paddy Miller, IESE, U. of Navarra,
Barcelona

MANAGEMENT EDUCATION & DEVELOPMENT

8:00 am - 9:00 am
Marriott North
Torrey 1&2

**Division Welcome and Welcome
From a California Executive**

Division Chair

David J. Lemak, Washington State U.,
Tri-Cities

Program Chair

Charles Wankel, St. John's U., New
York

Introduction

Judi Strauss, Benedictine U.

Executive

Kenneth M. Alvares, Sun Microsystems

8:30 am - 10:20 am
Marriott North
Columbia 1



**The Total Quality Perspective in
Management Education: A
Discussion of Its Effects on
Relationships With Stakeholders
Symposium**

Co-Chairs

Anne M. O'Leary-Kelly, U. of Arkansas,
Fayetteville

Lynda M. Kilbourne, Xavier U.

Panel

Zoe Barsness, Texas A&M U.

Deborah J. Bickford, U. of Dayton

Rafael Gely, Chicago-Kent College of
Law

James VanVleck, U. of Dayton

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

**Why Critical Thinking Really
Matters: Debates and Perspectives
on Critical Management Education**

*What matters most in our profession challenges us to
think critically about the role, focus and relationship
of management education to 'management' and the
process of 'managing'. What is critical thinking and
what being 'critical' means in critical theory today are
debated and explored from various perspectives.*

*Showcase symposium sponsored by MED,
MOC & OMT*

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

**Innovative Alliances in Management
Education and Training**

Joint symposium sponsored by CAR & MED

10:40 am - 12:00 pm
Marriott North
Columbia 1



Improving Management Training

Chair

Claude L. Graeff, Illinois State U.

Discussants

Samir Ranjan Chatterjee, Curtin U. of
Technology

Jeff Mello, Golden Gate U.

Individual, Situational, and Organizational Factors, Characteristics, and Perceptions Impacting Training Programs and Training Outcomes: A Conceptual Model and Discussion
Debra J. Cohen, George Washington U.
Susan K. Lippert, George Washington U.

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

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

Joint symposium sponsored by CAR & MED

Conference Proceedings Paper

Relationship Between Styles of Creativity and Managerial Skills Assessment

E. Holly Buttner, U. of North Carolina, Greensboro
Nur Gryskiewicz, U. of North Carolina, Greensboro
Suzanne C. Hidore, PEAK Performance

12:20 pm - 2:10 pm
Marriott North
Torrey 1&2



Computers in Management Teaching

Chair

Fiona A. E. McQuarrie, U. College of The Fraser Valley

Discussants

Jon W. Beard, U. of Tulsa
James J. Carroll, Georgian Court College

An Andragogical-Eclectic Philosophy for Business Education

William T. Ryan, Florida Atlantic U., Boca Raton
William H. Lauffer, Florida Atlantic U.

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



Service Learning and Developing Learning Capabilities

Co-Chairs

Normandie Jeanne Gaitley, York College of Pennsylvania
Anne M. McCarthy, Colorado State U.

Discussants

Thomas Hawk, Frostburg State U.
David Ozag, George Washington U.

Encouraging Volunteerism Through Service-Learning Pedagogy

Anne M. McCarthy, Colorado State U.
Mary L. Tucker, Ohio U.

Learning Organizations: The Role of Dialogue and Mentor

Elizabeth Borredon, HEC, Lille
Christophe Roux-Dufort, HEC, Lille

12:20 pm - 2:10 pm
Marriott North
San Diego C

Conference Proceedings Paper

An Exploratory Comparison of Student Learning and Class Participation in a Traditional Classroom and an Asynchronous Internet-Based MBA Course

J. B. Arbaugh, U. of Wisconsin, Oshkosh

Conference Proceedings Paper

Management Education in the Digital Economy

Paul Shrivastava, Bucknell U.
The Age of Clutter: Developing Meaning Structures to Evaluate Internet-Based Information

Charles J. Fornaciari, Florida Gulf Coast U.
Maria Loffredo Roca, Florida Gulf Coast U.

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

Metaphors for Teaching Strategy: Art, Acting, and Adventure

Joint symposium sponsored by BPS & MED

10:40 am - 12:00 pm
Marriott North
San Diego A

Theology and Business: An Imperative for Collaboration

Joint symposium sponsored by MED & ODC

Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum

Joint symposium sponsored by BPS & MED

12:20 pm - 2:10 pm
Marriott North
Columbia 1

Assessment Centers, Student Views of Diversity

Chair

Annelies E. M. Van Vianen, U. of Amsterdam

Discussants

David E. Morgan, U. of New South Wales
Ernest Stark, Bellevue U.
Marilyn L. Thompson, Memorial U. of Newfoundland

A Note on Assessment Center Feedback and Subsequent Training and Development Activity

Debra R. D. Mitchell, Sprint Corp.
Todd J. Maurer, Georgia Institute of Technology

Business Students' Perceptions of Workforce Diversity

Helen Juliette Muller, U. of New Mexico
Jacqueline N. Hood, U. of New Mexico

Receptivity to Assessment-Based Feedback for Management Development

Stephane Brutus, Concordia U.
Ann Marie Ryan, Michigan State U.
Gary Greguras, Bowling Green State U.
Milton D. Hakel, Bowling Green State U.

2:30 pm - 3:50 pm
Marriott North
Torrey 1&2



Teaching Information Management, Equity and Education, Culture Change Simulation

Chair

Sybille R. Sachs, U. of Zurich

Discussant

Steven Papamarcos, St. John's U., New York

Are We Teaching What Matters Most? An Investigation of Industry Satisfaction With Business Curriculum

Amy Hietapelto, Michigan Technological U.
Kelly C. Strong, Michigan Technological U.
Richard C. Ringer, Illinois State U.

Defining and Changing Organizational Culture: Integrating Theory and Practice

Terry R. Schumacher, Open U.

2:30 pm - 3:50 pm
Marriott North
San Diego C

Social Comparisons Involving Education Level and Work Outcomes: An Exploratory Study
Bonnie S. O'Neill, U. of Wisconsin, Milwaukee
Mark A. Mone, U. of Wisconsin, Milwaukee

The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides

Joint symposium sponsored by CAR & MED

2:30 pm - 3:50 pm
Marriott North
Columbia 2

Shared Interest Track on Leadership Development

Papers from IM, MED, OB & PNS

4:10 pm - 5:30 pm
Marriott North
Columbia 1



Visions of Management Education

Chair

Sri V. Raghavan, U. of Wisconsin, Madison

Discussants

Paul Poppler, Bellevue U.
Paul Bacdayan, U. of Massachusetts, Dartmouth

An Algorithm for Management of Technology Education

Lynda D. Aiman-Smith, North Carolina State U.
David L. Baumer, North Carolina State U.
Stephen K. Markham, North Carolina State U.

Creating Management Education That Matters: From a Diagnostic Model to Three Case Applications

Rodney G. Alsup, Kennesaw State U.
Thomas A. Kolenko, Kennesaw State U.

4:10 pm - 5:30 pm
Marriott North
Torrey 1&2



Alternative Visions of Management Education

Chair

Trevor A. Williams, Queensland U. of Technology

Discussants

Kevin Davis, U. S. Air Force Academy
Martin J. Hornyak, U. S. Air Force Academy

Commercial Discourses in University Education: A Critique of Assumptions of Marketing Orientations in the Strategic Management of Canadian Universities

Cathy Driscoll, Saint Mary's U
David Wicks, Saint Mary's U

Conference Proceedings Paper

Faculty Views on Collegiate Business Education Reform

John A. Pearce II, Villanova U.

9:00 am - 10:20 am
Marriott South
Cardiff

What's Evergreen and What's Not

Chair

James C. Worthy, Northwestern U.

Discussants

Charles Booth, U. of West England

Daniel A. Wren, U. of Oklahoma

James A.F. Stoner, Fordham U.

An Historical Perspective on Fad Adoption and Abandonment: Developing Theory From the Management Fad Jungle

Paula Phillips Carson, U. of Southwestern Louisiana

Patricia A. Lanier, U. of Southwestern Louisiana

Kerry David Carson, U. of Southwestern Louisiana

Betty J. Birkenmeier, U. of Southwestern Louisiana

Where do Management Fashions Come From, and How Long Do They Stay?

Chester S. Spell, U. of Waikato

A Decade of Annual Meeting Pre-Conference Activities as a Reflection of What Matters Most to Academy Members

Richard T. Mowday, U. of Oregon

4:10 pm - 5:30 pm
Marriott North
San Diego A

What Matters Most to University OB Education: Views From the Inside and the Outside

This symposium provides a forum for discussion about what our goals are in teaching organizational behavior, with particular emphasis on what will continue to be unique or advantageous about university organizational behavior teaching. Perspectives from the business community and from the academic community on these issues will be presented.

Showcase symposium sponsored by MED & OB

4:10 pm - 5:30 pm
Marriott North
San Diego C

Virtual Management Education: An Exploration Into Unknown Spaces

Joint symposium sponsored by MED, OCIS & TIM

12:20 pm - 2:10 pm
Marriott South
Cardiff

Lessons to Be Learned From Practitioners of the Past

Chair

David Marshall Hunt, U. of Southern Mississippi

Discussants

Darryl Lanoue, Norwich U.

Kenneth E. Aupperle, U. of Akron

Charles W. Blackwell, Nova Southeastern U.

Keiretsu Capitalism and Multinational Investment in Ancient Phoenicia

Karl James Moore, Oxford U.

David Charles Lewis, Oxford U.

Laurence Sullivan: 18th Century Corporate Chairman and Management Pioneer

P. Bruce Buchan, Queen's U.

Winner of Ronald B. Shuman Best Graduate Student Paper Award

Francois Coty: A Forgotten Contributor to Modern Marketing & Management Techniques

Linda D. Clarke, Appalachian State U.

MANAGEMENT HISTORY

8:30 am - 9:00 am
Marriott South
Cardiff

Division Welcome

Division Chair

Kerry David Carson, U. of Southwestern Louisiana

Program Chair

Regina A. Greenwood, Kettering U.

2:30 pm - 3:50 pm
Marriott South
Marina D

Early Liberatory Impulses in the American Workplace: A Historical Examination of Empowerment

Joint symposium sponsored by MH, ODC & OMT

2:30 pm - 3:50 pm
Marriott South
Torrance

Shared Interest Track on Privatization in Eastern European Economies

Papers from MH, OMT, PNS & TIM

4:10 pm - 5:30 pm
Marriott South
Coronado

A Conversation With Paul Hersey: Situational Leadership Then and Now

Co-Chairs

Jane Whitney Gibson, Nova Southeastern U.

Charles W. Blackwell, Nova Southeastern U.

Distinguished Speaker

Paul Hersey, Center for Leadership Studies

5:30 pm - 6:15 pm
Marriott South
Coronado

Business Meeting

Division Chair

Kerry David Carson, U. of Southwestern Louisiana

Award Recipients

Management History Division Best Reviewer Award

Paula Phillips Carson, U. of Southwestern Louisiana

John F. Mee Management Contribution Award

Alfred A. Bolton, Averett College
John G. Joos, Informed Decisions, Inc.
Richard M. Hodgetts, Florida International U.

Ronald F. Shuman Best Graduate Student Paper Award

Linda D. Clarke, Appalachian State U.

6:15 pm - 7:30 pm
Marriott South
Coronado

Social Hour

MANAGERIAL CONSULTATION

9:00 am - 10:20 am
Marriott South
Carlsbad

The Consulting Process

Chair

William Vroman, Strategic Planning, Inc.

Discussant

David Jamieson, Pepperdine U.

Winner of MC Division First Prize for Outstanding Student Paper

In Search of Ambivalence: Recapturing the Tension Between Connecting and Distancing

Andrew L. Molinsky, Harvard U.

Joshua D. Margolis, U. of Michigan

Implementing Redesigned Leadership in a Newly Developing Economy

Marilyn E. Harris, Central Michigan U. / Global Dimensions

Managing Post-Downsized Organizations:

Toward a More Comprehensive Managerial

Consulting Approach Based on Socio-Economic Experiments

Marc Bonnet, U. Lumiere Lyon II

Jacques Henri Coste, U. Lumiere Lyon II

9:00 am - 10:20 am
Marriott South
Marina E

Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?

Joint symposium sponsored by ENT, MC & PNS

9:00 am - 10:20 am
Marriott South
Torrance

Shared Interest Track on Management Succession

Papers from ENT, MC & OB

10:40 am - 12:00 pm
Marriott South
Marina E

New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?

Joint symposium sponsored by MC & SIM

12:20 pm - 2:10 pm
Westin
Balboa

Shared Interest Track on Escalating Into and Out of Jams

Papers from BPS, MC, MOC & OCIS

2:30 pm - 3:50 pm
Westin
California B

Bridging the Academic-to-Practice Gap: Careers and Processes Insuring That Research Makes a Practical Difference

This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants' consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.

Showcase symposium sponsored by CAR, MC & OB

4:10 pm - 5:30 pm
Marriott South
Marina G

Creating Competitive Organizations: Contrarian Trends and Consulting Implications

Chair

Jeffrey Kerr, U. of Miami

Distinguished Speaker

David Ulrich, U. of Michigan

5:30 pm - 7:00 pm
Marriott South
Marina G

Business Meeting and Social Hour

Division Chair

Teresa Joyce Covin, Kennesaw State U.

9:00 am - 10:20 am
Marriott South
Marina F

Why Critical Thinking Really Matters: Debates and Perspectives on Critical Management Education

What matters most in our profession challenges us to think critically about the role, focus and relationship of management education to 'management' and the process of 'managing'. What is critical thinking and what being 'critical' means in critical theory today are debated and explored from various perspectives.

Showcase symposium sponsored by MED, MOC & OMT

9:00 am - 10:20 am
Westin
California A

Interactive Paper Session

Papers from HR, IM & MOC

10:40 am - 12:00 pm
Convention Center
8

Shared Interest Track on Developing Knowledge Capital

Papers from ENT, IM, MOC & OMT

MANAGERIAL & ORGANIZATIONAL COGNITION

8:30 am - 9:00 am
Westin
Sierra

Division Welcome

Program Chair

Theresa Lant, New York U.

9:00 am - 10:20 am
Westin
Sierra

Image Creation and Impression Management

Chair

Margaret D. Gorman, George Washington U.

Discussant

Mary Ann Glynn, Emory U.

10:40 am - 12:00 pm
Westin
Sierra

**Efficacy, Emotion, and Motivation:
Ignored Factors and New Linkages**

Chair
Lisa R. Berlinger, Yale U.

Discussant
Batia L. Wiesenfeld, New York U.

*Anchoring, Attributions, and Self-Efficacy: An
Examination of Interactions*

Julie A. Lyden, U. of Memphis
Lillian H. Chaney, U. of Memphis
Carol Danehower, U. of Memphis

*Unexpressed Negative Emotions: They Do
Matter*
Elizabeth M. Doherty, Saint Joseph's U.

*When Choice is Demotivating: Too Much of a
Good Thing?*
Sheena Sethi-Iyengar, Massachusetts
Institute of Technology

12:20 pm - 2:10 pm
Marriott North
San Diego A

**Language, Legitimacy, and
Organizational Action**

*Joint symposium sponsored by MOC, OCIS &
OMT*

12:20 pm - 2:10 pm
Westin
Balboa

**Shared Interest Track on
Escalating Into and Out of Jams**

Papers from BPS, MC, MOC & OCIS

12:20 pm - 2:10 pm
Convention Center
17B

**Shared Interest Track on
Organizational Identity**

Papers from BPS, MOC & OMT

2:30 pm - 3:50 pm
Convention Center
15B

**Discourse and Change in
Organizations**

*Joint symposium sponsored by BPS, MOC &
OMT*

12:20 pm - 2:10 pm
Westin
Sierra

**Learning From Performance
Outcomes: The Roles of Reference
Points, Attribution, and Memory**

Chair
Paul C. Nutt, Ohio State U.

Discussant
Michael K. Moch, Michigan State U.

Conference Proceedings Paper
*Adaptive Aspirations in an American Financial
Services Organization: A Field Study*
Stephen J. Mezas, New York U.
Patrice R. Murphy, New York U.

*American and Korean Attributions for
Organizational Performance at a Korean
Semiconductor Company*
Guk-Hyun Cho, Massachusetts Institute
of Technology

An Empirical Investigation of Referent Choice
Jeremy C. Short, Louisiana State U.
Timothy B. Palmer, Louisiana State U.

**Winner of MOC Best Student Paper
Award**
*Remembering Lessons From Sector-Specific
Credit Losses*
Catherine M. Paul-Chowdhury, U. of
Western Ontario

4:10 pm - 6:00 pm
Convention Center
15B

**Reflections in the Funhouse Mirrors:
The Interdependence of Reputation,
Image, and Identity**

*Joint symposium sponsored by BPS, MOC &
OMT*

4:10 pm - 5:30 pm
Westin
California A

Interactive Paper Session

Papers from HR, MOC & ODC

4:10 pm - 6:00 pm
Westin
Sierra

**Managers in the Middle: The
Importance of Managerial Cognitions
for Organizational Outcomes**

Chair
Zur Shapira, New York U.

Discussant
Kathleen M. Sutcliffe, U. of Michigan
*Between Scylla and Charybdis: The Roles of the
Self-Fulfilling Prophecy and Escalating
Commitment in Organizational Decline*
John C. Edwards, Southern Illinois U.,
Carbondale
William McKinley, Southern Illinois U.,
Carbondale
Gyewan Moon, Kyungpook National U.
Allen Schick, Morgan State U.

From Behavioral to Organizational Decision Theory: Transforming Individuals to Agents
Jacqueline R. Meszaros, U. of Washington, Bothell

How Do Senior Managers Build Their Strategic Agendas? A Cognitive Approach
Benedicte Vidaillet, Nantes Atlantique Graduate School of Management

Strategies for Taking Risk
Randolph Hollerith Case, Boston College
Jeffrey L. Ringuest, Boston College

10:40 am - 12:00 pm
Marriott North
Columbia 3

Developing Products and Capabilities in Manufacturing

Chair
Rebecca Duray, U. of Colorado, Colorado Springs

Discussants
Kimberly Bates, New York U.
Rebecca Duray, U. of Colorado, Colorado Springs
Stanley E. Fawcett, Brigham Young U.

Critical Success Factors for Fast Product Development
Barbara B. Flynn, Wake Forest U.
E. James Flynn, Wake Forest U.
Susan D. Amundson, Arizona State U.
Roger G. Schroeder, U. of Minnesota

Exploring the Antecedents of Manufacturing Flexibility
Derrick E. D'Souza, U. of North Texas
Fredrik P. Williams, U. of North Texas

Conference Proceedings Paper
Integration as a Moderator of the Relationship Between the Sources of Manufacturing Capabilities and Technology Commercialization
Shaker A. Zahra, Georgia State U.
Anders P. Nielsen, Technical U. of Denmark

Shared Interest Track on Major Organizational Changes

Papers from BPS, HCM, OM & ONE

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

Business Meeting

Division Chair
Peter Ward, Ohio State U.

Social Hour

5:30 pm - 6:30 pm
Marriott North
Columbia 3

OPERATIONS MANAGEMENT

9:00 am - 10:20 am
Marriott North
Columbia 3

Implementing Advanced Manufacturing Technologies

Chair
Barbara B. Flynn, Wake Forest U.

Discussants
Barbara B. Flynn, Wake Forest U.
Lynda D. Aiman-Smith, North Carolina State U.

Conference Proceedings Paper
Drivers of Satisfaction In Advanced Manufacturing Technology Implementation: An Empirical Investigation
Gregory N. Stock, Arizona State U.,
Christopher M. McDermott, Rensselaer Polytechnic Institute

The Relationship Between Advanced Manufacturing Technologies and Workforce Development: An Empirical Analysis
Nancy Waldeck, Ohio State U.
Peter Ward, Ohio State U.
Stephen Mangum, Ohio State U.

12:20 pm - 2:10 pm
Marriott South
Torrance

2:30 pm - 3:50 pm
Marriott South
Marina E

4:10 pm - 5:30 pm
Marriott North
Columbia 3

ORGANIZATION & MANAGEMENT THEORY

8:30 am - 9:30 am
Convention Center
9

**Breakfast and the OMT
Distinguished Scholar Award**

Chair
Joseph F. Porac, U. of Illinois,
Urbana-Champaign

Speaker and Award Recipient
Paul M. Hirsch, Northwestern U.

*Unveiling and Distribution of the
1998 OMT Artifact*
Paul M. Hirsch, Northwestern U.

9:00 am - 10:20 am
Convention Center
10

**Organizational Learning and
Innovation**

Chair
Stephen J. Mezias, New York U.

Discussant
Richard S. Blackburn, U. of North
Carolina, Chapel Hill

**Conference Proceedings Paper
Winner of West Best Paper Award and the
Sage-Louis R. Pondy Best
Dissertation-Based Paper Award**
*Collaboration Networks, Structural Holes, and
Innovation: A Longitudinal Study*
Gautam Ahuja, U. of Texas, Austin

*Interorganizational Learning and the Dynamics
of Chain Relationships*
Paul Ingram, Carnegie Mellon U.
Joel A. C. Baum, U. of Toronto

Conference Proceedings Paper
*Knowledge Brokers: A Field Study of
Organizational Learning and Innovation*
Andrew Bernard Hargadon, Stanford U.

9:00 am - 10:20 am
Marriott South
Marina F

**Why Critical Thinking Really
Matters: Debates and Perspectives
on Critical Management Education**
*What matters most in our profession challenges us to
think critically about the role, focus and relationship
of management education to 'management' and the
process of 'managing'. What is critical thinking and
what being 'critical' means in critical theory today are
debated and explored from various perspectives.*

*Showcase symposium sponsored by MED,
MOC & OMT*

9:00 am - 10:20 am
Convention Center
16B

**Organizing in Turbulent
Environments: Multiple
Perspectives, Multiple Methods**
*Organizations are increasingly facing turbulent
environments in which technologies, markets,
rivalries, and practices are changing with an
unrelenting pace. In this symposium we showcase
multiple perspectives and multiple methods of
research-in-progress that reviews how managers
organize in turbulent environments, and make
recommendations on how these organizing paradigms
should change.*

*Showcase symposium sponsored by BPS &
OMT*

9:00 am - 10:20 am
Convention Center
15A

**Corporate Effects on Performance:
Do They Matter and How Much?**
*Joint symposium sponsored by BPS, OMT &
RM*

9:00 am - 10:20 am
Convention Center
16A

**What Matters Most in Corporate
Governance: From Theory to
Boardroom Practice**
Joint symposium sponsored by BPS & OMT

9:00 am - 10:20 am
Convention Center
17B

**Shared Interest Track on Learning
in Networks**
Papers from OB & OMT

9:00 am - 10:20 am
Convention Center
7A

**Shared Interest Track on Strategic
and Organizational Evolution**
Papers from BPS, IM & OMT

10:40 am - 12:00 pm
Convention Center
9

**The Boom in Services: What Are the
Implications for Organizational
Research?**
Symposium

Chair
Bonalyn Jean Nelsen, Cornell U.

Discussant
Nicole Woolsey Biggart, U. of California,
Davis

*Service, Servitude or Slavery? The
Opportunities and Threats of Globalized
Services in Developing Countries*
Cathy A. Enz, Cornell U.

Square Pegs Into Round Holes? The Pitfalls of Applying Manufacturing-Based Theory to Service Organizations
Bonaly Jean Nelsen, Cornell U.

Cooling out Dissatisfied Customers: Evidence From Professional Service Firms
Robert E. Sutton, Stanford U.
Francis J. Flynn, U. of California, Berkeley

Customized Versus Mass-Produced Services: The Innovation Behind the Growth of the Service Economy?
Barbara A. Gutek, U. of Arizona

10:40 am - 12:00 pm
Convention Center
10

Identifying Organizational Identity

Chair
Sigal G. Barsade, Yale U.

Discussant
Susan C. Schneider, HEC / U. of Geneva

Continuity and Change in Organizational Identity: A Process Perspective
Samia Chreim, HEC, Montreal

Identity and Organizations: Searching for an Interdisciplinary Conceptual Framework
Miguel P. Caldas, EAESP-FGV, São Paulo
Thomaz Wood, EAESP-FGV, São Paulo

Organizational Identity and Organizational Learning: A Psychodynamic Perspective
Andrew D. Brown, U. of Cambridge
Ken Starkey, U. of Nottingham

The Nature and Dynamics of Organizational Identity
Hamid Bouchikhi, ESSEC
John Kimberly, U. of Pennsylvania / INSEAD

10:40 am - 12:00 pm
Convention Center
16B

Lead, Follow, or Get Out of the Way: Negotiating a Balance Between Strategic Distinctiveness and Institutional Legitimacy

This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers 'negotiate a balance' between the contradictory forces of competitive advantage through distinctiveness and institutional legitimacy through isomorphism.

Showcase symposium sponsored by BPS & OMT

10:40 am - 12:00 pm
Convention Center
15B

What Do Contracts Actually Say?

Joint symposium sponsored by BPS, ENT & OMT

10:40 am - 12:00 pm
Marriott South
Marina D

Communal Models of Organizations: An Alternative to Traditional Hierarchical Models

Joint symposium sponsored by CM, GDO & OMT

10:40 am - 12:00 pm
Westin
Balboa

Shared Interest Track on Illegal and Unethical Behaviors

Papers from HR, OMT & SIM

10:40 am - 12:00 pm
Convention Center
8

Shared Interest Track on Developing Knowledge Capital

Papers from ENT, IM, MOC & OMT

10:40 am - 12:00 pm
Marriott North
Columbia 2

Shared Interest Track on Technological Development

Papers from HCM, OMT & TIM

12:20 pm - 2:10 pm
Convention Center
9

Interorganizational Mobility and the Dynamics of Industries
Symposium

Chair

Joseph F. Porac, U. of Illinois,
Urbana-Champaign

Discussant

Jeffrey Pfeffer, Stanford U.

Good Times, Bad Times: The Differential Effect of Industry Dynamics on the Careers of Men and Woman

Heather A. Haveman, Cornell U.
Joseph P. Broschak, U. of Texas, Austin
Lisa E. Cohen, U. of California, Berkeley

Executive Mobility and the Foundings of Organizations: A Study of International Stock Funds

Hayagreeva Rao, Emory U.
Robert Drazin, Emory U.

Career Histories and the Formation of New Ventures

M. Diane Burton, Harvard U.
Jesper Sorensen, U. of Chicago
Christine Beckman, Stanford U.

Inter-Mill Personnel Networks as Sources of Power and Advantage in the US Paper

James B. Wade, U. of Illinois,
Urbana-Champaign
Joseph F. Porac, U. of Illinois,
Urbana-Champaign
Howard Thomas, U. of Illinois,
Urbana-Champaign
Phillip Gorman, U. of Illinois,
Urbana-Champaign

12:20 pm - 2:10 pm
Convention Center
10

Networks and Organizational Action

Chair

Dwight Lemke, James Cook U.

Discussant

Suzanne K. Stout, INSEAD

Action and Networks: Connecting Agency to the Social Structure of Interorganizational Relations

William B. Stevenson, Boston College
Danna Greenberg, Boston College

Collaborative Learning in a Manufacturing Network: The Case of the U.S. Defense Contracting System

Maryellen R. Kelley, Carnegie Mellon U.
Cynthia R. Cook, Rand Corporation

Entry Despite the Network: The Relationship Between Network Structure and Entry Patterns in an Emergent Organizational Population

Sophie Manigart, U. of Ghent
Koenraad Debackere, Katholieke U.,
Leuven

Conference Proceedings Paper

Structural Embeddedness and the Persistence of Repeated Ties

Brian Uzzi, Northwestern U.

12:20 pm - 2:10 pm
Marriott South
Marina D

Walking the Talk, and Talking the Walk

Joint symposium sponsored by OB, OMT & SIM

12:20 pm - 2:10 pm
Convention Center
15B

Nothin' but Net: Testing Organizational Theories Using Sports-Related Data

Joint symposium sponsored by BPS, OB & OMT

12:20 pm - 2:10 pm
Convention Center
16A

What Explains the Adoption of High Involvement Human Resource Practices in Service Industries?

Joint symposium sponsored by HR & OMT

12:20 pm - 2:10 pm
Marriott North
San Diego A

Language, Legitimacy, and Organizational Action

Joint symposium sponsored by MOC, OCIS & OMT

12:20 pm - 2:10 pm
Convention Center
8

Shared Interest Track on International Joint Ventures

Papers from BPS, IM & OMT

12:20 pm - 2:10 pm
Convention Center
17B

Shared Interest Track on Organizational Identity

Papers from BPS, MOC & OMT

2:30 pm - 3:50 pm
Convention Center
10

Legitimacy, Institutionalization, and Organizational Response

Chair
Henrich R. Greve, U. of Tsukuba

Discussant
P. Devereaux Jennings, U. of British Columbia

Legitimacy and the Life Cycle of an Organizational Form: Agricultural Cooperatives
Randall Edward Westgren, U. of Illinois, Urbana-Champaign

Legitimacy and the Life Cycle of an Organizational Form: Agricultural Cooperatives
Peter O. Foreman, U. of Illinois, Urbana-Champaign

Responses to Uncertainty in an Institutional Environment: Strategic Choice or Patterned Behavior?
Jennifer A Howard, Massachusetts Institute of Technology

Responses to Uncertainty in an Institutional Environment: Strategic Choice or Patterned Behavior?
Jennifer Nash, Massachusetts Institute of Technology

The Dynamics of Merger and Acquisition Waves: A Three Stage Conceptual Framework
Ellen R. Auster, York U.
Mark L. Sirower, New York U.

The Effects of Special Interest Configurations on State Health Policy Choices
Sheila Kennelly McGinnis, Metropolitan State College, Denver

2:30 pm - 3:50 pm
Convention Center
8

Alliances and Strategic Partnerships

Chair
Timothy M. Stearns, California State U., Fresno

Discussant
Paul M. Olk, U. of California, Irvine

Conference Proceedings Paper
Buyer-Supplier Performance: The Role of Asset Specificity, Reciprocal Investments, and Relational Exchange
Kendall W. Artz, Baylor U.
Patricia M. Norman, Baylor U.

Digging Deeper: Reframing Cultural Mismatches in Strategic Partnerships
John W. Selsky, Monash U.

The Dark Side of Embeddedness: An Examination of the Influence of Direct and Indirect Board Interlocks and CEO/Board Relationships on Interfirm Alliances
Ranjay Gulati, Northwestern U.
James D. Westphal, U. of Texas, Austin

The Effect of Environment and Alliance Characteristics on the Choice of Alliance Forms
Chungjen Chen, Rensselaer Polytechnic Institute
Daniel Berg, Rensselaer Polytechnic Institute

2:30 pm - 3:50 pm
Convention Center
15B

Discourse and Change in Organizations

Joint symposium sponsored by BPS, MOC & OMT

2:30 pm - 3:50 pm
Convention Center
16A

Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations

Joint symposium sponsored by OB & OMT

2:30 pm - 3:50 pm
Marriott South
Marina D

Early Liberatory Impulses in the American Workplace: A Historical Examination of Empowerment

Joint symposium sponsored by MH, ODC & OMT

2:30 pm - 3:50 pm
Marriott South
Torrance

Shared Interest Track on Privatization in Eastern European Economies

Papers from MH, OMT, PNS & TIM

2:30 pm - 3:50 pm
Convention Center
17B

Shared Interest Track on Designing Organizations

Papers from BPS, ODC & OMT

4:10 pm - 5:30 pm
Convention Center
9

Stor(i)ed Knowledge: The Narrative Basis of Organizational Memory Symposium

Chair

Ellen O'Connor, FX Palo Alto Laboratory, Inc. / U. of California, Berkeley

Presenters

Seth Lerer, Stanford U.
Charlotte Linde, Institute for Research on Learning
Ellen O'Connor, FX Palo Alto Laboratory, Inc. / U. of California, Berkeley

4:10 pm - 5:30 pm
Convention Center
10

Complexity and Firm Decision Making

Chair

Bernard Forgues, IAE, Tours

Discussant

Brian T. Pentland, Michigan State U.

A Complex Systems Approach to Managerial Risk-Related Decisions: An Exploration of Organizational and Individual Factors in a Cross-National Context

Mona V. Makhija, U. of Pittsburgh / Ohio State U.
Alice C. Stewart, Ohio State U.

Conference Proceedings Paper

Globalization Ain't What It's Cracked Up to Be--And Other Dialectical Insights From the New Science of Complexity

Gokce Sargut, Columbia U.
Rita Gunther McGrath, Columbia U.

Optimally Suboptimal Organizations: Local Search on Complex Landscapes
Jan W. Rivkin, Harvard U.

4:10 pm - 5:30 pm
Convention Center
8

The Influence of Chief Executives

Chair

Rakesh Khurana, Harvard U.

Discussant

Margarethe F. Wiersema, U. of California, Irvine

Can Excess Bring Success? Implications of the CEO's Psychological Contract for Stewardship Theory

Ann K. Buchholtz, U. of Georgia
Deborah L. Kidder, U. of Connecticut

Getting Off the Path of Least Resistance: The Impact of CEO Pay on Strategic Change

Mason A. Carpenter, U. of Wisconsin, Madison

Leadership and Identity: A Model of Media-Acclaimed Chief Executive Officers

Mathew L. Hayward, London Business School

4:10 pm - 5:30 pm
Convention Center
16B

What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology

This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research 'generating' field.

Showcase symposium sponsored by BPS, OMT & TIM

4:10 pm - 5:30 pm
Marriott South
Marina F

Understanding the 'Black Box' Better: Identifying the Organizational and Professional Dynamics in Managed Care

Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.

Showcase symposium sponsored by HCM, OMT & PNS

4:10 pm - 6:00 pm
Convention Center
15B

**Reflections in the Funhouse Mirrors:
The Interdependence of Reputation,
Image, and Identity**

Joint symposium sponsored by BPS, MOC & OMT

4:10 pm - 5:30 pm
Convention Center
16A

**Why Alliance Trust Matters:
Defining and Measuring Trust in
Interorganizational Relationships**

Joint symposium sponsored by BPS & OMT

4:10 pm - 5:30 pm
Convention Center
17B

**Shared Interest Track on Rise and
Decline of Organizational Forms**

Papers from OMT & TIM

4:10 pm - 5:30 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, IM & OMT

5:30 pm - 6:30 pm
Convention Center
9

Business Meeting and Social Hour

Division Chair

Kathleen M. Eisenhardt, Stanford U.

Award Recipients

**Winner of West Publishing Best Paper
Award and Louis R. Pondy Best
Dissertation-Based Paper Award**
Gautam Ahuja, U. of Texas, Austin

**Winner of Best Symposium Proposal
Award**

Michael K. Badawy, Virginia Polytechnic
Institute and State U.

**Presentation of the Above and
Beyond the Call of Duty (ABCD)
Awards**

Kathleen M. Eisenhardt, Stanford U.

ORGANIZATION DEVELOPMENT & CHANGE

9:00 am - 10:20 am
Westin
Plaza B&C

Celebration of Best Papers

Chair

Kenneth L. Murrell, U. of West Florida

Discussants

Thomas Cummings, U. of Southern
California

Craig Lundberg, Cornell U.

**Conference Proceedings Paper
Winner of ODC Division Best
Practice-Related Paper**

*Crossing Theory and Practice Boundaries to
Create New Knowledge*

George L. Roth, Massachusetts Institute
of Technology

**Conference Proceedings Paper
Winner of ODC Division Best Doctoral
Student Paper**

*Change Navigation Styles and Corporate
Revitalization*

Quy N. Huy, McGill U.

**Conference Proceedings Paper
Winner of ODC Division Best Paper**

*Organizational Change as Shifting
Conversations*

Jeffrey D. Ford, Ohio State U.

10:40 am - 12:00 pm
Marriott North
San Diego A

**Theology and Business: An
Imperative for Collaboration**

Joint symposium sponsored by MED & ODC

10:40 am - 12:00 pm
Westin
California B

**Creating a Transformational Science:
Dissertations That Both Inform and
Transform**

*Joint symposium sponsored by OB, ODC &
RM*

10:40 am - 12:00 pm
Westin
Plaza B&C

Complexity, Change, and Entrepreneurship Symposium

Chair

Janice A. Black, New Mexico State U.

Discussants

Patricia Gorman Clifford, Case Western Reserve U. / McKinsey & Co.
Gary C. McMahan, U. of Texas, Arlington
Frances Viggiani, Alfred U.

Entrepreneurial Conation and Change

Janice A. Black, New Mexico State U.

A 'Fractal' Organization Analysis

Frances Elizabeth Hauge, Tulane U.

Systems and Stories

David M. Boje, New Mexico State U.

The Story of the Sci-Fi Organization

Grace Ann Rosile, New Mexico State U.

12:20 pm - 2:10 pm
Westin
Plaza B&C

Stories, Sensemaking, and Change: A Multidisciplinary Conversation

Chair

Ronald R. Sims, College of William and

Discussants

Evelyn Dravecky, U. of California, Los Angeles
Peter Reason, U. of Bath

Making Sense of Revolutionary Change:

Differences in Members' Stories

Steven S. Taylor, Boston College

Momentum in Organizational Change: Toward a Multidisciplinary Theory

Karen J. Jansen, Texas A&M U. / Cornell U.

What Recipients of Organizational Change

Construct: How Sensemaking Mediates

Assessments of a Shared Governance Initiative

Jenny W. Rudolph, Boston College
Jean M. Bartunek, Boston College
Snehal A. Tijoriwala, Carnegie Mellon U.
Judith A. DePalma, Duquesne U.

Being True to What We Profess: Management Research and Life Inquiry -- A 'Black British' Perspective

Gloria Bravette, South Bank U.

2:30 pm - 3:50 pm
Marriott South
Marina D

Early Liberatory Impulses in the American Workplace: A Historical Examination of Empowerment

Joint symposium sponsored by MH, ODC & OMT

2:30 pm - 3:50 pm
Convention Center
17B

Shared Interest Track on Designing Organizations

Papers from BPS, ODC & OMT

4:10 pm - 5:30 pm
Westin
Plaza B&C

Intimacy, Control, and Asking Teams What Matters

Chair

Joanne C. Preston, Pepperdine U.

Discussants

Susan G. Cohen, U. of Southern California
Michael K. McCuddy, Valparaiso U.

If You Want Team Level Data, Shouldn't You Ask the Team?

Bradley L. Kirkman, U. of North Carolina, Greensboro
Paul E. Tesluk, Tulane U.
Benson Rosen, U. of North Carolina, Chapel Hill

Assessing Concertive Control in the Team Environment

Brett M. Wright, Sydney Water Corporation LTD.
James R. Barker, U. S. Air Force Academy

Why Teams Don't Perform: The Misunderstood Concept of Intimacy

Lisa A. Horvath, George Washington U.
Rhonda G. Van Diest, Price Waterhouse LLP

4:10 pm - 6:00 pm
Marriott South
Marina D

Wanted: Effective Global Managers Three Corporate Perspectives on Growing and Developing Global Managers

Joint symposium sponsored by IM & ODC

4:10 pm - 5:30 pm
Westin
Balboa

Shared Interest Track on Procedural Justice in the Workplace

Papers from CM, OB, ODC & PNS

4:10 pm - 5:30 pm
Westin
California A

Interactive Paper Session
Papers from HR, MOC & ODC

ORGANIZATIONAL BEHAVIOR

8:30 am - 10:20 am
Westin
Santa Fe

The Structure and Consequences of Organizational Commitment

Chair
Ann H. Butcher, Tulane U.
Discussant
Harold L. Angle, U. of Cincinnati

Conference Proceedings Paper
Loyalty to Supervisor, Organizational Commitment, and Employee Performance: The Chinese Case
Anne S. Tsui, Hong Kong U. of Science and Technology
Zhen Xiong Chen, Hong Kong Baptist U.
Jiing-Lih Farh, Hong Kong U. of Science and Technology

The Relationship Between Commitment Forms and Work Outcomes: A Comparison of Three Models
Aaron Cohen, U. of Haifa

A Multilevel Analysis of Organizational Commitment: An Application of Hierarchical Linear Modeling
Byung Hee Lee, Indiana U., Bloomington
Maqbul Jamil, Indiana U., Bloomington

An Investigation Into the Nature of the Job Involvement-Role Construct
Robert R. Hirschfeld, Georgia Southern U.

Union Commitment: A Comparison of Public and Private Sector Union Member Attitudes and Behavioral Outcomes
Mary Pisnar, Cleveland State U.

8:30 am - 10:20 am
Westin
Harbor A&B

Leader-Member Exchange Theory

Chair
Lisa J. Gebhardt, Arizona State U.

Discussant
George Graen, U. of Southwestern Louisiana

Self and Coworker Views of Leader-Member Exchange (LMX) Relationships: Perceptions of Ingratiation and Fairness
John M. Maslyn, Vanderbilt U.
Mary Uhl-Bien, U. of Central Florida

The Ties That Bind: The Impact of Leader-Member Exchange (LMX), Transformational and Transactional Leadership, Spatial Distance, and Value Congruence on Predicting Follower Performance
Jane M. Howell, U. of Western Ontario
Kathryn E. Hall-Merenda, U. of Western Ontario

The Effects of Cognitive Style on Leader-Member Exchange Relationships--Do They Matter?
C. W. Allinson, Sunderland U.
Steven John Armstrong, Sunderland U.
J. Hayes, Sunderland U.

Conference Proceedings Paper
Winner of OB Division Best Dissertation-Based Paper Award
The Frog Pond Matters: An Exploration of Work Unit Context and Leader-Member Exchange
Claudia C. Coglisier, U. of Miami

9:00 am - 10:20 am
Westin
California B

Supervision Versus Empowerment? New Perspectives on an Old Debate

Joint symposium sponsored by HR & OB

9:00 am - 10:20 am
Westin
California C

Developing a Cross-National and Cross-Occupational Perspective on Contingent Work

Joint symposium sponsored by HR & OB

9:00 am - 10:20 am
Westin
Balboa

Shared Interest Track on Job Satisfaction and Performance

Papers from HR, OB & RM

9:00 am - 10:20 am
Westin
Coronado

The Influence of Diversity on Work Outcomes

Chair
Kenneth G. Brown, Michigan State U.

Discussant
Laurie Larwood, U. of Nevada, Reno

Racial Composition of Schools: Effects on Teacher Job Satisfaction, School Commitment, and Career Commitment

Charles W. Mueller, U. of Iowa
Ashley Finley, U. of Iowa
Roderick Dale Iverson, U. of Melbourne
James L. Price, U. of Iowa

Conference Proceedings Paper

Perceived Racial Discrimination: Organizational Outcomes and Situational Moderators

Evan F. Sinar, Bowling Green State U.

The Role of Stereotype Threat and Goal Orientation in Explaining Racioethnic Group Differences in Job Performance

Loriann Roberson, Arizona State U.
Carlos J. Alsua, Arizona State U.
Caryn J. Block, Columbia U.

9:00 am - 10:20 am
Marriott South
Torrance

Shared Interest Track on Management Succession

Papers from ENT, MC & OB

9:00 am - 10:20 am
Convention Center
17B

Shared Interest Track on Learning in Networks

Papers from OB & OMT

10:40 am - 12:00 pm
Westin
Santa Fe

Organizational Influences on the Psychological Contract

Chair
John Schaubroeck, City U. of Hong Kong

Discussant
Robert Hooijberg, Rutgers U.
Robert Caplan, George Washington U.

Psychological Contract Breach and the Employment Exchange: Perceptions From Employees and Employers

Kyle Lewis-McClear, U. of Maryland
M. Susan Taylor, U. of Maryland

Examining the Effects of Work Externalization Through the Lens of Social Identity Theory

Prithviraj Chattopadhyay, U. of Queensland
Elizabeth George, U. of Queensland

When Employees Become Contract Labor: Persistent Expectations of the Principal in an Outsourcing Context

Violet T. Ho, Carnegie Mellon U.
Ang Soon, Nanyang Technological U.

Organizational Social Capital: The Case for Stability

Carrie R. Leana, U. of Pittsburgh
Harry J. Van Buren III, U. of Pittsburgh

10:40 am - 12:00 pm
Westin
Coronado

Managing Diversity: Theory and Research

Chair
Elizabeth C. Ravlin, U. of South Carolina

Discussant
Steffanie L. Wilk, U. of Pennsylvania

Conference Proceedings Paper

Friends in High Places: Structural Discrimination in Salary Negotiations
Marc-David L. Seidel, U. of Texas, Austin

Jeffrey T. Polzer, U. of Texas, Austin
Katherine Stewart, U. of Texas, Austin

Levels of Analysis and Diversity Research: The Missing Link to Strong Theory, Measurement, and Analysis

Sandi Lynne Dinger, State U. of New York, Binghamton

Christie Kennedy, State U. of New York, Binghamton

Yair Berson, State U. of New York, Binghamton

Orthogonal Cultural Identification Theory and Self-Categorization Theory: Understanding the Multiple Dimensions of Racioethnicity

Shawnta S. Friday, Florida A&M U.
Sherry E. Moss, Florida International U.

10:40 am - 12:00 pm
Westin
Harbor A&B

Attributional Perspectives on Behavior

Chair

Donald VandeWalle, Southern Methodist U.

Discussant

James D. Westaby, New York U.

Blame and Prevention as Sources of Bias in Causal Explanations of Accidents

Rodney O. Lacey, Northwestern U.

Robert C. Liden, U. of Illinois, Chicago

Victoria Husted Medvec, Northwestern U.

Sandy J. Wayne, U. of Illinois, Chicago

David M. Messick, Northwestern U.

Timothy A. Judge, U. of Iowa

Raymond T. Sparrowe, U. of Illinois, Chicago

Maria L. Kraimer, U. of Illinois, Chicago

Timothy M. Franz, Indiana U., South Bend

Who's Being Served? 'Self-Serving

Attributions and Their Implications for Power

Fiona Lee, U. of Michigan

Larissa Zuckert Tiedens, U. of Michigan

10:40 am - 12:00 pm
Westin
California B

Creating a Transformational Science: Dissertations That Both Inform and Transform

Joint symposium sponsored by OB, ODC & RM

10:40 am - 12:00 pm
Westin
California C

Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice

Joint symposium sponsored by HR, OB & RM

10:40 am - 12:00 pm
Convention Center
17B

Shared Interest Track on Measuring Organizational Performance

Papers from BPS, OB & PNS

12:20 pm - 2:10 pm
Westin
Coronado

Personality and Organizational/Team Performance

Chair

John E. Sawyer, U. of Delaware

Discussant

James R. Meindl, State U. of New York, Buffalo

Discipline and Rewards in the Boardroom: The Performance/Outcome Link for Directors

Andrew Ward, Emory U.

Karen Bishop, U. of Alabama, Tuscaloosa

An Evaluation of the Impact of Personality on Organizational Team Performance

Chantell E. Nicholls, U. of Western Ontario

Mitchell G. Rothstein, U. of Western Ontario

Conference Proceedings Paper

Organizational Performance and CEO

Personality: Explaining More of the Variance Through Top Management Team Group Dynamics

Randall S. Peterson, Cornell U.

Pamela D. Owens, U. of California, Berkeley

Paul V. Martorana, U. of California, Berkeley

12:20 pm - 2:10 pm
Westin
California B

Getting to 'What Matters Most': Overcoming the Roadblocks to Studying Sensitive Topics

Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.

Showcase symposium sponsored by CM, OB & RM

12:20 pm - 2:10 pm
Marriott South
Marina D

Walking the Talk, and Talking the Walk

Joint symposium sponsored by OB, OMT & SIM

12:20 pm - 2:10 pm
Westin
Harbor A&B

Leadership Styles and Processes

Chair

James G. Hunt, Texas Tech U.

Discussant

Fred Dansereau, State U. of New York,
Buffalo

*Can Performance Ratings Be Monitored? The
Interactive Effects of Self-Monitoring,
Performance, and Dyadic Quality on
Performance Appraisal*

Neville T. Duarte, Auburn U.,
Montgomery

Jane R. Goodson, Auburn U.,
Montgomery

*Do You See What I See: Leadership Styles,
Public Self-Consciousness, and Manager
Performance*

John J. Sosik, Pennsylvania State U.,
Great Valley

Denise Potosky, Pennsylvania State U.,
Great Valley

Dong I. Jung, San Diego State U.

Yair Berson, State U. of New York,
Binghamton

*Dealing With Dissimilar Coworkers of
Higher Status: The Influence of Open Versus
Closed Minds*

Prithviraj Chattopadhyay, U. of
Queensland

*Multidimensionality and the
Multifunctionality of Subordinates' Resistance
to Downward Influence Attempts*

Bennett J. Tepper, U. of Kentucky

Chester A. Schriesheim, U. of Miami

Daniel Nehring, U. of Kentucky

Robert J. Nelson, U. of Kentucky

Edward C. Taylor, U. of Kentucky

Regina J. Eisenbach, California State U.,
San Marcos

*The Influence of Leader Behaviors on Follower
Self-Leadership: An Application of
Hierarchical Linear Modeling (HLM)*

Seokhwa Yun, U. of Maryland

Jonathan F. Cox, Deloitte & Touche
Consulting Group

Henry P. Sims, Jr., U. of Maryland

12:20 pm - 2:10 pm
Convention Center
15B

**Nothin' but Net: Testing
Organizational Theories Using
Sports-Related Data**

*Joint symposium sponsored by BPS, OB &
OMT*

12:20 pm - 2:10 pm
Westin
California A

Interactive Paper Session

Papers from CAR, HR & OB

2:30 pm - 3:50 pm
Westin
California B

**Bridging the Academic-to-Practice
Gap: Careers and Processes Insuring
That Research Makes a Practical
Difference**

*This interactive symposium addresses the reasons
academic theory and research are disconnected from
management practice. The gap is viewed from the
perspectives of how consulting experience informs
research, and the ways participants' consulting career
paths have developed to influence their scholarly
activities. Suggestions are offered for narrowing the
research-practice gap.*

*Showcase symposium sponsored by CAR, MC
& OB*

2:30 pm - 3:50 pm
Convention Center
16A

**Emotion Regulation: Factors
Shaping the Experience and
Expression of Emotion in
Organizations**

Joint symposium sponsored by OB & OMT

2:30 pm - 3:50 pm
Westin
California C

**Contextual Performance of
Temporary, Part-Time, and Virtual
Employees: When Does Work Status
Make a Difference?**

Joint symposium sponsored by HR & OB

2:30 pm - 3:50 pm
Westin
Santa Fe

New Directions in Justice Research

Chair

Herbert G. Heneman III, U. of Wisconsin, Madison

Discussant

Carol T. Kulik, Arizona State U.

**Conference Proceedings Paper
Winner of OB Division Best Paper Award**

The Winding Road From Employee to Complainant: Situational and Psychological Determinants of Wrongful Termination Claims

E. Allan Lind, Duke U.

Jerald Greenberg, Ohio State U.

Kimberly S. Scott, Hewitt Associates

Thomas D. Welchans, Ohio State U.

A Field Test of Reciprocal Effects Within Organizational Justice, and Between It and Other Key Variables

Timothy P. Summers, Clemson U.

Tina L. Robbins, Clemson U.

Janis L. Miller, Clemson U.

Punishing Plagiarism From the Web: Students' Perceptions of Fairness

Jeffrey A. Miles, U. of the Pacific

Todd S. Palmer, Pennsylvania State U., Erie

2:30 pm - 3:50 pm
Westin
Coronado

Motivational Processes

Chair

Douglas F. Cellar, DePaul U.

Discussant

Gary P. Latham, U. of Toronto

Can Positivity Cause Motivation? Applications of the Core-Self Evaluations Model to Motivation Theories

Amir Erez, U. of Florida

Diane E. Johnson, U. of Alabama, Tuscaloosa

Determinants, Process, and Consequences of Personal Work Goals and Performance

Faten Mohammed Moussa, State U. of New York, Plattsburgh

Insight Into Participation Effects: The Role of Learning Goals and Justice Perceptions

Neta A. Moya, U. of Maryland

Quinetta M. Roberson, U. of Maryland

2:30 pm - 3:50 pm
Marriott North
Columbia 2

Informational and Controlling Expected Evaluation and Vicarious Learning Experience: Effects on Creative Performance

Christina E. Shalley, Georgia Institute of Technology

Jill E. Perry-Smith, Georgia Institute of Technology

Goal Commitment and the Goal Setting Process: Ten Years After

Howard J. Klein, Ohio State U.

John R. Hollenbeck, Michigan State U.

Michael J. Wesson, Michigan State U.

Bradley J. Alge, Ohio State U.

2:30 pm - 3:50 pm
Westin
Balboa

Shared Interest Track on Leadership Development

Papers from IM, MED, OB & PNS

Shared Interest Track on Executive Compensation

Papers from BPS, HR, OB & SIM

2:30 pm - 3:50 pm
Westin
California A

Interactive Paper Session

Papers from CM, HR & OB

4:10 pm - 5:30 pm
Marriott North
San Diego A

What Matters Most to University OB Education: Views From the Inside and the Outside

This symposium provides a forum for discussion about what our goals are in teaching organizational behavior, with particular emphasis on what will continue to be unique or advantageous about university organizational behavior teaching.

Perspectives from the business community and from the academic community on these issues will be presented.

Showcase symposium sponsored by MED & OB

4:10 pm - 5:30 pm
Westin
California B

Positive Conflict in East Asia: Emerging Paradigms

Joint symposium sponsored by CM, IM & OB

**M
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Y**

4:10 pm - 5:30 pm
Westin
California C

**Mitigating Organizational
Dysfunction: A Role of
Accountability Systems**

Joint symposium sponsored by HR, OB & SIM

4:10 pm - 5:30 pm
Westin
Balboa

**Shared Interest Track on Procedural
Justice in the Workplace**

Papers from CM, OB, ODC & PNS

5:30 pm - 6:45 pm
Westin
Harbor A&B

Business Meeting

Division Chair
Marilyn E. Gist, U. of Washington

6:45 pm - 8:00 pm
Westin
Coronado

Social Hour

Organizer
Charlotte Sutton, Auburn U.

**ORGANIZATIONAL COMMUNICATION &
INFORMATION SYSTEMS**

9:00 am - 10:20 am
Marriott North
Manchester 2

**Interpersonal Dimensions of Virtual
Interactions**

Chair
Joseph Walther, Rensselaer Polytechnic
Institute

Discussants
Joseph Walther, Rensselaer Polytechnic
Institute
Poppy Laretta McLeod, Case Western
Reserve U.
Anita D. Bhappu, U. of Arizona

*Communicating From a Distance: Establishing
Commitment in a Virtual Office Environment*
Victoria R. Whiting, U. of Utah
Kathleen K. Reardon, U. of Southern
California

Swift Trust in Global Virtual Teams
Sirikka L. Jarvenpaa, U. of Texas, Austin
Thomas R. Shaw, U. of Texas, Austin

10:40 am - 12:00 pm
Marriott North
Manchester 2

Conference Proceedings Paper
*A Study of Interpersonal Influence Goals in
Computer-Mediated Communication*
E. Vance Wilson, U. of Wisconsin, Eau
Claire
Ilze Zigurs, U. of Colorado, Boulder

**Impression Formation and
Impression Management With
Electronic Media**

Chair
William B. Snavelly, Miami U., Oxford

Discussants
Robert W. Zmud, U. of Oklahoma
William B. Snavelly, Miami U., Oxford
Betty Vandebosch, Case Western
Reserve U.

*Seeing Is Deceiving: Effects of Face-to-Face,
Videoconference, and Telephone Media on
Judgments in Job Interviews*
Susan G. Straus, Carnegie Mellon U.

*Evaluating Self and Others in Electronic and
Face-to-Face Groups*
Suzanne P. Weisband, U. of Arizona
Leanne E. Atwater, Arizona State U.

*Electronic Window Dressing? Impression
Management on the Internet*
Susan J. Winter, Florida Atlantic U.
Carol Stoak Saunders, Southern Illinois
U., Carbondale
Paul Hart, Florida Atlantic U.

12:20 pm - 2:10 pm
Marriott North
San Diego A

**Language, Legitimacy, and
Organizational Action**

*Joint symposium sponsored by MOC, OCIS &
OMT*

12:20 pm - 2:10 pm
Westin
Balboa

**Shared Interest Track on Escalating
Into and Out of Jams**

Papers from BPS, MC, MOC & OCIS

2:30 pm - 3:50 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

4:10 pm - 5:30 pm
Marriott North
San Diego C

Virtual Management Education: An Exploration Into Unknown Spaces

Joint symposium sponsored by MED, OCIS & TIM

5:30 pm - 6:30 pm
Marriott North
Manchester 2

Business Meeting

Division Chair
Daniel Robey, Georgia State U.

6:30 pm - 7:30 pm
Marriott North
Columbia 2

Social Hour

Earth: A Spiritual Stakeholder
W. Edward Stead, East Tennessee State U.
Jean Garner Stead, East Tennessee State U.

What Matters Most? Casuistry as the Basis for Analyzing Environmental Ethics in Organizations
Kashonia L. Carnegie, U. of Queensland

Ecospirituality and Small Green Plants: Blueprints for Sustainable Decision Making
Elisabeth Koster Ryland, California State U., San Bernardino

ORGANIZATIONS & THE NATURAL ENVIRONMENT

8:30 am - 10:20 am
Marriott South
Marina D

Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice

Joint symposium sponsored by CM, ONE & SIM

10:40 am - 12:00 pm
Marriott South
Marina F

Environmental Management Strategy and Competitive Advantage

This symposia explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how casual ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.

Showcase symposium sponsored by BPS & ONE

12:50 pm - 2:10 pm
Marriott South
Leucadia

Earth and Organization: Ethical and Spiritual Views

Division Welcome
Monika I. Winn, U. of Victoria

Chair
R. Edward Freeman, U. of Virginia

Discussant
Marcia Frideger, Holy Names College

12:20 pm - 2:10 pm
Marriott South
Torrance

Shared Interest Track on Major Organizational Changes

Papers from BPS, HCM, OM & ONE

12:20 pm - 2:10 pm
Marriott North
Columbia 2

Shared Interest Track on Supply Chain Integration

Papers from BPS, ONE & TIM

2:30 pm - 3:50 pm
Marriott South
Marina G

Do Corporations Rule the World? And Does it Matter?

Chair
W. Edward Stead, East Tennessee State U.

Keynote Speaker
David C. Korten, People-Centered Development Forum

Discussant
Thomas Gladwin, New York U.

5:30 pm - 6:30 pm
Marriott South
Leucadia

Business Meeting

Co-Chairs
W. Edward Stead, East Tennessee State U.
Thomas Gladwin, New York U.
Monika I. Winn, U. of Victoria
John M. Jermier, U. of South Florida

PUBLIC & NONPROFIT SECTOR

8:30 am - 10:20 am
Marriott South
Del Mar

Division Welcome

Strategy and Decision Making

Division Welcome

David P. McCaffrey, U. of New York,
Albany

Chair

William Crittenden, Northeastern U.

Discussant

Danny L. Balfour, U. of Akron
Thekla Rura-Polley, U. of Technology,
Sydney

Competitive Strategies of Religious Organizations

Kent D. Miller, Purdue U.

*Determinants of Strategic Choice: Proactive,
Political, and Defensive Models*

Barton Wechsler, U. of Southern Maine
Frances Stokes Berry, Florida State U.
Woo Soon Park, Dong-A U.
Jill Tao, Florida State U.

*Extent of Strategic HRM in Australian
Corporatised Public Sector Organizations*

Stephen T. Teo, U. of Technology,
Sydney / Queensland U. of Technology

*Uncovering Alternatives for Decisions in Public,
Private, and Third Sector Organizations*

Paul C. Nutt, Ohio State U.

9:00 am - 10:20 am
Marriott South
Marina E

**Promoting Entrepreneurship in
Economically Depressed Regions:
Have We Made a Difference?**

*Joint symposium sponsored by ENT, MC &
PNS*

10:40 am - 12:00 pm
Marriott South
Del Mar

Institutions and Institutional Theory

Chair

Mohamed Charih, Ecole Nationale D
Administration Publique

Discussants

Judith L. Miller, State U. of New York,
Albany
Sonia Ospina, New York U.

10:40 am - 12:00 pm
Convention Center
17B

*Don't Innovate, Imitate: How Management
Consultants Created the Nonprofit Sector,
1950-1970*

Christopher D. McKenna, Johns
Hopkins U.

*Institutionalism: Intergovernmental Exchange,
Administration-Centered Behavior, and Policy
Outcomes in Urban Agencies*

Herman Luther Boschken, San Jose
State U.

**Winner of PNS Division Best Doctoral
Student Paper Award**

*Organizational Birth and Institutional
Legitimation: The Diffusion of State Lotteries*
Jason L. Jensen, U. of Kentucky

**Conference Proceedings Paper
Winner of PNS Division Best Paper
Award**

*The Role of Membership Structures in the
Achievement of Collaborative Advantage
Between Public and Nonprofit Organizations*
Siv Vangen, U. of Strathclyde
Chris Huxham, U. of Strathclyde

2:30 pm - 3:50 pm
Marriott South
Coronado

**Shared Interest Track on Measuring
Organizational Performance**

Papers from BPS, OB & PNS

**A Religious Organization's Response
to Welfare Needs**

Distinguished Speaker

Alexander B. Morrison, Church of Jesus
Christ of Latter-day Saints, Utah N.
Area President

2:30 pm - 3:50 pm
Marriott North
Columbia 2

**Shared Interest Track on
Leadership Development**

Papers from IM, MED, OB & PNS

2:30 pm - 3:50 pm
Marriott South
Torrance

**Shared Interest Track on
Privatization in Eastern European
Economies**

Papers from MH, OMT, PNS & TIM

4:10 pm - 5:30 pm
Marriott South
Marina F

Understanding the ‘Black Box’ Better: Identifying the Organizational and Professional Dynamics in Managed Care
Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.

Showcase symposium sponsored by HCM, OMT & PNS

4:10 pm - 5:30 pm
Westin
Balboa

Shared Interest Track on Procedural Justice in the Workplace
Papers from CM, OB, ODC & PNS

5:30 pm – 6:30 pm
Marriott South
Torrance

Business Meeting
Division Chair
Sue R. Faerman, State U. of New York, Albany

6:30 pm - 7:30 pm
Marriott South
Torrance

Social Hour

A Bootstrap Procedure for Testing the Statistical Significance of Goodness-of-Fit Indices in Structural Equation Models
Gordon W. Cheung, Chinese U. of Hong Kong
Roger B. Rensvold, City U. of Hong Kong

A Case for the Bayes/Non-Bayes Compromise in Management Research
Thomas W. Woolley, Jr., Samford U.

Sample Size Needed to Establish Criterion Validity for Air Traffic Controller Selection: Comparing Bootstrap Versus Parametric Estimation
Michelle Ann Dean, U. of Oklahoma
Craig J. Russell, U. of Oklahoma
Dana Broach, FAA Civil Aeromedical Institute

9:00 am - 10:20 am
Convention Center
15A

Corporate Effects on Performance: Do They Matter and How Much?
Joint symposium sponsored by BPS, OMT & RM

9:00 am - 10:20 am
Westin
Balboa

Shared Interest Track on Job Satisfaction and Performance
Papers from HR, OB & RM

10:40 am - 12:00 pm
Westin
California B

Creating a Transformational Science: Dissertations That Both Inform and Transform
Joint symposium sponsored by OB, ODC & RM

10:40 am - 12:00 pm
Westin
California C

Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice
Joint symposium sponsored by HR, OB & RM

RESEARCH METHODS

8:30 am - 9:00 am
Marriott North
Torrey 3

Division Welcome and Feedforward
Division Chair
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

Program Chair
David A. Harrison, U. of Texas, Arlington

9:00 am - 10:20 am
Marriott North
Torrey 3

Power and Inference
Chair
Paul D. Bliese, Walter Reed Army Institute of Research

Discussants
Fred S. Switzer III, Clemson U.
Stanley M. Gully, Rutgers U.
Philip L. Roth, Clemson U.

10:40 am - 12:00 pm
Marriott North
Torrey 3

Development and Refinement of Organizational Measures

Chair

Anson Seers, Virginia Commonwealth U.

Discussants

Steven C. Currall, Rice U.
Charles R. Williams, Texas Christian U.
Craig Lundberg, Cornell U.
Bonnie N. Pollack, U. of North Carolina, Charlotte

Clarifying the Relationships Between Organizational Politics, Justice, and Support
Martha C. Andrews, Florida State U.
K. Michele Kacmar, Florida State U.

Construct Validation of the Strain-Free Negative Affectivity Scale: A Comparison With the Neuroticism Scale of the Eysenck Personality Inventory

Vincent J. Fortunato, U. of Southern Mississippi
Steve M. Jex, U. of Wisconsin, Oshkosh
Deanne A. Heinisch, Citibank Corporation

Exploring the Psychometric Properties of the Sources of Feedback Scale

Martha C. Andrews, Florida State U.
K. Michele Kacmar, Florida State U.
William P. Anthony, Florida State U.

The Measurement of Work: Hierarchical Representation of the Multimethod Job Description Questionnaire

Jeffrey R. Edwards, U. of North Carolina, Chapel Hill
Judith A. Scully, U. of Florida
Mary D. Brtek, U. of Florida

12:20 pm - 2:10 pm
Westin
California B

Getting to 'What Matters Most': Overcoming the Roadblocks to Studying Sensitive Topics

Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.

Showcase symposium sponsored by CM, OB & RM

2:30 pm - 3:50 pm
Marriott North
Torrey 3

Advances in Multivariate Data Analyses

Chair

John L. Michela, U. of Waterloo

Discussants

Miguel A. Quinones, Rice U.
Jodi Goodman, Purdue U.
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

Analysis of Influential Cases in Structural Equations Model: A Methodological Note

Gordon W. Cheung, Chinese U. of Hong Kong
Roger B. Rensvold, City U. of Hong Kong

Assumptions About Secondary Factor Loadings and Their Impact on Factor Correlations

Lucy R. Ford, Virginia Commonwealth U.
Larry J. Williams, Virginia Commonwealth U.

Breaking Free From the 'Iron Cage' of Linear Modeling: A Configurational Approach to the Study of Organizational Structure

Rodney O. Lacey, Northwestern U.
Michael Alan Sacks, Northwestern U.

2:30 pm - 3:50 pm
Marriott North
San Diego A

Recent Advances and Continuing Challenges in Criterion Development and Measurement

Joint symposium sponsored by HR & RM

2:30 pm - 3:50 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

5:30 pm - 6:30 pm
Marriott North
Torrey 3

Business Meeting

Division Chair

Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

6:30 pm - 7:30 pm
Marriott North
Manchester 1

Social Hour

SOCIAL ISSUES IN MANAGEMENT

8:45 am - 9:00 am
Marriott South
Santa Rosa

Division Welcome

Program Chair
Jeffrey Lenn, George Washington U.

8:30 am - 10:20 am
Marriott South
Marina D

Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice

Joint symposium sponsored by CM, ONE & SIM

9:00 am - 10:20 am
Marriott South
Santa Rosa

Ethics and Organizational Dynamics

Chair
Patricia H. Werhane, U. of Virginia

Discussants
Richard P. Nielsen, Boston College
Richard O. Mason, Southern Methodist U.

Attitudinal and Behavioral Outcomes of Corporate Ethics Programs: An Empirical Study of the Impact of Compliance- and Values-Oriented Approaches
Gary R. Weaver, U. of Delaware
Linda Klebe Trevino, Pennsylvania State U.

Ethics in the Public Sector: An Empirical Examination of Ethical Code Use and Ethical Tolerance
Neal M. Ashkanasy, U. of Queensland
Sarah Falkus, U. of Queensland
Victor J. Callan, U. of Queensland

Conference Proceedings Paper
Ethical Values and Leadership: A Study of AACSB Business School Deans
Judy A. Siguaw, Cornell U.
Joanne W. Rockness, U. of North Carolina, Wilmington
Tammy G. Hunt, U. of North Carolina, Wilmington
L. Vincent Howe, Jr., U. of North Carolina, Wilmington

10:40 am - 12:00 pm
Marriott South
Santa Rosa

Corporate Political Strategy

Chair
Edward M. Epstein, Saint Mary's College

Discussants
Julius H. Johnson, Jr., U. of Missouri, St. Louis
Kathleen Getz, American U.

Conference Proceedings Paper
The Behavioral Theory of Corporate Political Action: Applying a Structural Model to the Political Activities of U.S. Manufacturers
Kathleen A. Rehbein, Marquette U.
Douglas A. Schuler, Rice U.

The Institutionalization of Low Tariffs: A Theoretical and Empirical Analysis of the 1934 Reciprocal Trade Agreements Act
Karen Elisabeth Schnietz, Rice U.

The 'New Federalism' and the Devolution of Power From Washington: Determinants of Business Political Activity at the State Government Level
Jennifer J. Griffin, George Washington U.
Brian Shaffer, U. of Maryland
John F. Mahon, Boston U.

10:40 am - 12:00 pm
Marriott South
Marina E

New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?

Joint symposium sponsored by MC & SIM

10:40 am - 12:00 pm
Westin
Balboa

Shared Interest Track on Illegal and Unethical Behaviors

Papers from HR, OMT & SIM

12:20 pm - 2:10 pm
Marriott South
Marina D

Walking the Talk, and Talking the Walk

Joint symposium sponsored by OB, OMT & SIM

12:20 pm - 2:10 pm
Marriott South
Santa Rosa

New Dimensions in Ethics Research

Chair
Meinhold Dierkes,
Wissenschaftszentrum, Berlin

Discussants
Marshall Schminke, Creighton U.
Randi L. Sims, Nova Southeastern U.

What Matters Most? A Framework for Understanding Ethics Research
Scott J. Reynolds, U. of Minnesota

Emotion and Ethical Decision Making in Organizations
Alice P. Gaudine, Memorial U. of Newfoundland
Linda Elizabeth Thorne, York U.

The Elaboration-Likelihood Model of Ethical Decision Making in Organizations: An Extension and Reformulation of the Issue-Contingent Model
Scott W. Geiger, Florida State U.
Scott C. Douglas, Florida State U.

The Development and Validation of a Measure of Desired Moral Approbation
Lori Verstegen Ryan, U. of Georgia
Christine M. Riordan, U. of Georgia

2:30 pm - 3:50 pm
Marriott South
Santa Rosa

Managing Stakeholder Relations

Chair
Jeanne M. Liedtka, U. of Virginia

Discussants
Steven N. Brenner, Portland State U.
Susan Key, U. of Alabama, Birmingham

Does the Relational Context Matter? An Empirical Test of a Network Theory of Stakeholder Influences
Timothy J. Rowley, U. of Toronto

Strategic Choice and Stakeholder Assessment in State-Owned Enterprise Restructuring: An Integrating Framework
Jonathan P. Doh, American U.

Creating Stakeholder Relationships: A Model of Organizational Social Identification--How the Southern Baptist Convention Became Stakeholders of Walt Disney Company
Tammy L. Mac Lean, Boston College

2:30 pm - 3:50 pm
Marriott South
Marina F

The Clash Between Workplace Harassment Law and Constitutional Rights to Free Speech: What Matters Most?

Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff's bar, and harassment and organizational justice scholars.

Showcase symposium sponsored by CM, GDO & SIM

2:30 pm - 3:50 pm
Westin
Balboa

Shared Interest Track on Executive Compensation

Papers from BPS, HR, OB & SIM

4:10 pm - 6:00 pm
Marriott South
Santa Rosa

Corporate Social Responsibility and Responsiveness

Chair
Ramon J. Aldag, U. of Wisconsin

Discussants
Sybille R. Sachs, U. of Zurich
David Palmer, Santa Clara U.

Corporate Social Strategy: Toward a Strategic Approach to Social Issues in Management
Bryan W. Husted, Instituto de Empresa
David B. Allen, Instituto de Empresa

Corporate Involvement in Community Economic Development: The Business School's Role
Donna J. Wood, U. of Pittsburgh
Laquita C. Blockson, U. of Pittsburgh
Kimberly S. Davenport, Fielding Institute
Harry J. Van Buren III, U. of Pittsburgh
Craig Caldwell, U. of Pittsburgh

The Diffusion of a Socially Responsible Innovation: Grameen Bank's Credit Delivery System
Nada Kobeissi, Rutgers U.
Fariborz Damanpour, Rutgers U.

Crisis Management in a Hostile Social Environment: The Case of Women's Reproductive Healthcare Facilities
Maureen P. Bezold, Pennsylvania State U., Great Valley
Pamela Weaver, Virginia Polytechnic Institute and State U.
Richard E. Wokutch, Virginia Polytechnic Institute and State U.

4:10 pm - 5:30 pm
Westin
California C

**Mitigating Organizational
Dysfunction: A Role of
Accountability Systems**

Joint symposium sponsored by HR, OB & SIM

6:15 pm - 7:00 pm
Marriott South
Santa Rosa

**Award for Best MBA Student Paper
in Corporate Citizenship**

Chair

Steven Rochlin, Boston College
Center for Corporate Community
Relations, Award Sponsor

10:40 am - 12:00 pm
Marriott North
Columbia 2

**Shared Interest Track on
Technological Development**

Papers from HCM, OMT & TIM

10:40 am - 12:00 pm
Marriott South
Torrance

**Shared Interest Track on
Teleworking and Telecommuters**

Papers from CAR, IM & TIM

10:40 am - 12:00 pm
Marriott North
Manchester 1

Technology Networks and Alliances

Chair

Rajan Kamath, U. of Cincinnati

Discussant

Michael D. Santoro, Lehigh U.

*Network Externalities and Path Dependence:
The Role of Organizational Strategy and
Industry Practice*

William L. Dougan, U. of North Dakota
James W. Bronson, U. of North Dakota

*Satisficing Behaviour in Dynamic Interfirm
Networks: The Efficacy of Quasi-Redundant
Contacts*

John Hagedoorn, U. of Maastricht
Geert Duysters, U. of Maastricht

*Technological Overlap, Structure, and
Performance in Technology Alliances: An
Integration of Resource-Based View and
Transaction-Costs Theory*

Charles Dhanaraj, U. of Western
Ontario

*The Emergence of Corporate International
Networks for the Accumulation of Dispersed
Technological Competences*

John Cantwell, U. of Reading
Lucia Piscitello, Politecnico di Milano

12:20 pm - 2:10 pm
Marriott North
Columbia 2

**Shared Interest Track on Supply
Chain Integration**

Papers from BPS, ONE & TIM

TECHNOLOGY & INNOVATION MANAGEMENT

8:00 am - 8:30 am
Marriott North
Manchester 1

**Division Welcome and Continental
Breakfast**

Program Chair

Jeffrey Liker, U. of Michigan

8:30 am - 10:20 am
Marriott North
Manchester 1

**Differentiation and Integration in
Product Innovation**

Chair

Paul M. Olk, U. of California, Irvine

Discussant

Durward Sobek, Montana State U.

*Alternative Designs for Product Component
Integration*

Nancy A. Staudenmayer, Duke U.
Michael A. Cusumano, Massachusetts
Institute of Technology

*Corporate Research Location, Dispersion of
Knowledge, and Innovative Productivity in the
Pharmaceutical Industry*

Laura B. Cardinal, U. of North Carolina,
Chapel Hill
Donald E. Hatfield, Virginia Polytechnic
Institute and State U.

*Cross-Functional Project Group Performance in
Research and New Product Development: A
Model and Empirical Study*

Robert T. Keller, U. of Houston

*Organizational Capacities for Sustained Product
Innovation*

Deborah Dougherty, Rutgers U.

2:30 pm - 3:50 pm
Marriott North
Manchester 1

Perspectives on Technology and Innovation

Chair
Gregory N. Stock, Arizona State U.,

Discussant
Theresa T. Coates, Rensselaer Polytechnic
Institute

Conference Proceedings Paper
*Advanced Manufacturing Technology: A
Multiparadigm Deconstruction and
Reconstruction of the Literature*
Marianne W. Lewis, U. of Cincinnati

*The Essence of Organizational Innovation: A
Review of the Construct and Its
Operationalization*
Wynand E. J. Bodewes, Erasmus U.,
Rotterdam

*The Origin of New Technologies: The
Formation of Schumpeterian Techno-Diamond*
Monisha Das, Golden Gate U.

4:10 pm - 5:30 pm
Marriott North
San Diego C

Virtual Management Education: An Exploration Into Unknown Spaces.

Joint symposium sponsored by MED, OCIS & TIM

4:10 pm - 5:30 pm
Convention Center
17B

Shared Interest Track on Rise and Decline of Organizational Forms

Papers from OMT & TIM

5:30 pm - 6:15 pm
Marriott North
Manchester 1

Business Meeting

Division Chair
Johannes M. Pennings, U. of
Pennsylvania

6:15 pm - 7:30 pm
Marriott North
Torrey 1&2

Social Hour

2:30 pm - 3:50 pm
Marriott South
Torrance

Shared Interest Track on Privatization in Eastern European Economies

Papers from MH, OMT, PNS & TIM

4:10 pm - 5:30 pm
Marriott North
Manchester 1

Plausability-Accuracy Tradeoffs: Making Sense of Technology

Chair
George F. Farris, Rutgers U.

Distinguished Speaker
Karl E. Weick, U. of Michigan

4:10 pm - 5:30 pm
Convention Center
16B

What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology

This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research 'generating' field.

Showcase symposium sponsored by BPS, OMT & TIM

OTHER MEETINGS

12:00 pm - 2:00 pm
Marriott South
Pacific

Editorial Board of the Journal of Organizational Behavior

Presiding
Cary L. Cooper, U. of Manchester

Tuesday, August 11

ALL-CONVENTION ACTIVITIES

9:00 am - 12:00 pm
2:00 pm - 5:00 pm
Marriott North
Marriott Hall

Registration
Executive Director
Nancy Urbanowicz, Academy of Management

9:00 am - 11:00 am
2:00 pm - 5:00 pm
Marriott North
Marriott Hall

What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?
Director of Membership
Carolyn Wiley, Georgia State U.

9:00 am - 12:00 pm
2:00 pm - 5:00 pm
Marriott North
Marriott Hall Foyer

Placement
Director of Placement
Charlotte Sutton, Auburn U.

9:00 am - 12:00 pm
2:00 pm - 5:00 pm
Marriott North
Marriott Hall

Exhibits
Director of Publisher Relations & Exhibits Coordinator
Philip B. Stone, GT Enterprises

Refreshment break at 10:00 am sponsored by Prentice Hall
Refreshment break at 4:00 pm sponsored by Pepperdine U.

9:00 am - 12:00 pm
2:00 pm - 5:00 pm
Marriott North
Marriott Hall

International Programs Committee Information Booth
Drop by the booth to share your information on international activities and find out what's happening around the academic world.

Coordinators
Carolyn R. Dexter, Pennsylvania State U., Harrisburg
Anne Davis, U. of St. Thomas
Eleanor O'Higgins, U. College, Dublin

12:15 pm - 2:15 pm
Convention Center
Special Events Area

Presidential Luncheon

Presiding
Anne Sigismund Huff, U. of Colorado / Cranfield U.

ALL-ACADEMY SYMPOSIA: "WHAT MATTERS MOST"

9:00 am - 10:20 am
Marriott North
San Diego B

The Debate on Affirmative Action: What Matters Most?
The future of affirmative action is uncertain. There are strong and vocal forces on both sides of the issue mustering compelling arguments and influencing public policy. The participants in this symposium represent legal/political, corporate, military, and academic perspectives and will present their own views on, and experiences with, affirmative action.

Co-Chairs
Joan D. Mahoney, Montclair State U.
Eileen Kaplan, Montclair State U.

Panel
John A. Simonetti, British Petroleum America, Inc.
Gail Heriot, U. of San Diego
Richard E. Floyd, U. S. Navy

9:00 am - 10:20 am
Marriott North
San Diego A

A CEO's View of What Matters Most
LensCrafters, a subsidiary of Italy-based Luxottica, specializes in eyewear and examinations. The corporation's sales in 1997 were \$1.027 billion. LensCrafters has come to focus on service to society as a central corporate value. Mr. David M. Browne, CEO of LensCrafters, will discuss what his experience at LensCrafters suggests about practicing, teaching, and thinking about management.

Chair
David P. McCaffrey, State U. of New York, Albany

Discussants
Laurie N. DiPadova, U. of Utah
Jeffrey Lenn, George Washington U.
James E. Post, Boston U.

Management: Using Your Head and Heart
David M. Browne, LensCrafters

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9:00 am - 10:20 am
Marriott South
Marina G

What Is Important in the Academic Life? A Vision From Players in the End Game

This symposium addresses the theme, 'What Matters Most', from the perspective of successful academics who have gone through deep transitions, causing them to seriously reevaluate their professional role. Speakers will discuss precipitating events and facilitating circumstances that started their process of transition, and their satisfaction with the change they experienced.

Co-Chairs

Robert E. Quinn, U. of Michigan
Lynda St. Clair, Bryant College

Discussant

Robert E. Quinn, U. of Michigan

The Rhythms of Academic Life: A Reassessment of What Matters Most
Peter J. Frost, U. of British Columbia

Impacting Practice With Our Theories
Jerry Porras, Stanford U.

Upon Leaving Academia

William Pasmore, Delta Consulting Group, Inc.

The Call of The Spirit: Coping With Reversals of Direction

Robert W. Backoff, Ohio State U.

10:40 am - 12:00 pm
Marriott South
Marina G

What Matters Most in Management Scholarship: Nature, Community, Spirituality, and Character

What really matters most are the ways in which we create meaning in our lives and what we, as human beings living together, do to make our lives meaningful. Each speaker takes a different tack on this subject: nature, community, spirituality, and character.

Chair

James Weber, Duquesne U.

Discussant

R. Edward Freeman, U. of Virginia

Presenters

William C. Frederick, U. of Pittsburgh
Sandra Waddock, Boston College
Ian I. Mitroff, U. of Southern California
James Weber, Duquesne U.

2:30 pm - 3:50 pm
Marriott South
Marina G

What Matters Most: Powerful Theories, the Place of the Theorist, and the Place of Values in Theorizing

This session focuses on two main themes: Powerful theories, and the place of the theorist and values in theorizing. Powerful theories include those that create relevancy, provide coherent explanatory systems, or empower action. The presenters argue that personal relevancies, private passions, and public issues animate such theorizing.

Co-Chairs

Thekla Rura-Polley, U. of Technology, Sydney
Stewart Clegg, U. of Technology, Sydney

Discussants

Nicole Woolsey Biggart, U. of California, Davis
John M. Jermier, U. of South Florida

What Matters Most: Powerful Theories, the Place of the Theorist, and the Place of Values in Theorizing Powerful Theory

Kathleen M. Eisenhardt, Stanford U.

Theories Empowering for Action

Pasquale Gagliardi, Istituto Studi Direzionali

That's Moving: Theories That Matter

Karl E. Weick, U. of Michigan

Why Compassion Counts

Peter J. Frost, U. of British Columbia

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4:10 pm - 5:30 pm
Marriott South
Marina G

What Matters Most: Extending Conversations

This symposium aims at opening up conversations between academics with different geographic, linguistic, and cultural backgrounds. We review the role of the Handbook of Organization Studies and provide ideas for future initiatives by bringing together individuals from inside and outside the 'mainstream' to discuss their various experiences.

Co-Chairs

Cynthia Hardy, U. of Melbourne
Stewart Clegg, U. of Technology, Sydney

Conversations Around the Handbook of Organization Studies

Cynthia Hardy, U. of Melbourne
Stewart Clegg, U. of Technology, Sydney
Miguel P. Caldas, EAESP-FGV, São Paulo

What Matters Most: Conversing Across Cultural and Linguistic Borders

Jean-Francois Chanlat, HEC, Montreal

What Matters Most: Promoting Multilingual and Multicultural Conversations

Arndt Sorge, Tilburg U.

What Matters Most: Helping Locals Think Global

Barbara Parker, Seattle U.

What Matters Most: Making Local Realities Global

Eduardo Ibarra, U. Autònoma Metropolitana

4:10 pm - 5:30 pm
Marriott North
San Diego B

Implementing What Matters Most: Multiple Stakeholders in Accommodating People With Disabilities at Work

Fuller inclusion of people with disabilities at work matters enough to citizens that the Americans with Disabilities Act (1990) changed fundamental rules by which organizations must deal with employees. Through a multiple-stakeholder perspective, we examine ADA-mandated accommodations as a rich prototype of how firms grapple with being vehicles of public policy.

Chair

David A. Harrison, U. of Texas, Arlington

Discussant

Richard J. Klimoski, George Mason U.

The Individual Perspective: Disability Disclosure and the Usefulness of Adjustments and Accommodations for Employees With Multiple Sclerosis

Mary E. McLaughlin, U. of Texas, Arlington

David A. Gray, U. of Texas, Arlington

The Workgroup Perspective: Coworker Responses to Group Member Accommodations

Adrienne Colella, Texas A&M U.

The Managerial Perspective: Supervisor Reactions to Formal and Informal Accommodation Requests

Anna T. Florey, U. of Texas, Arlington
David A. Harrison, U. of Texas, Arlington

The HR Professional's Perspective: A Review of ADA Jurisprudence in Who Should Be Accommodated

Barbara A. Lee, Rutgers U.

The Social System Perspective: Community-Based Interventions Designed to Facilitate the Inclusion and Accommodation of People With Disabilities at Work

Dianna L. Stone, State U. of New York, Albany
Kevin J. Williams, State U. of New York, Albany
Kimberly Lukaszewski, State U. of New York, Albany
Melissa Feigelson, State U. of New York, Albany

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SHOWCASE SYMPOSIA

8:30 am - 10:20 am
Westin
California B

Psychological Contracts Are Local: International Perspectives on the Employment Relationship

This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.

Showcase symposium sponsored by HR, IM & OB

Co-Chairs

Denise M. Rousseau, Carnegie Mellon U.
Rene Schalk, Tilburg U / Katholieke,
Brabant

Psychological Contracts in Singapore

Ang Soon, Nanyang Technological U.
Meilin Tan, Nanyang Technological U.
Kok Yee Ng, Nanyang Technological U.

Emerging Trends in Psychological Contracts: The View From Downunder

Boris Kabanoff, Queensland U. of
Technology
Nerina Jimmieson, Queensland U. of
Technology
Malcom Lewis, Queensland U. of
Technology

The Role of the State in the Psychological Contracts of France

Loic Cadin, ESC, Paris

Economic Deregulation and Psychological Contracts: The New Zealand Experience

Simon Peel, U. of Auckland
Kerr Inkson, U. of Auckland

The Institutional Context for Psychological Contracts in Belgium

Maddy Janssens, Katholieke U., Leuven
Bert Overlaet, Katholieke U., Leuven
Luc Sels, Katholieke U., Leuven
Inge Van den Brande, Katholieke U.,
Leuven

9:00 am - 10:20 am
Westin
Harbor A&B

A Break With Tradition: New Psychological Contracts in Japan

Motohiro Morishima, Keio U.

Psychological Contracts of Work Group Members in the U.S. and Hong Kong

Catherine Tinsley, Georgetown U.
Cynthia Lee, Northeastern U.

A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?

This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/ audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.

Showcase symposium sponsored by CAR, GDO & HR

Chair

Paula M. Caligiuri, Rutgers U.

How Do We Sensitize CEOs to the Corporate Climate Faced by Their Female Employees?

Belle Rose Ragins, U. of Wisconsin,
Milwaukee

How Can We Convince Organizations to Utilize the Talents and Skills of Female Managers? And Will They Stay if We Do?

Judy B. Rosener, U. of California, Irvine

What Factors Continue to Predict the Disparity in Male/Female Careers and Salary Progression?

Linda K. Stroh, Loyola U., Chicago

Is Managing Cultural Diversity in the Workplace Possible?

Ryan A. Smith, Rutgers U.

What are the Diversity Challenges in Global Organizations? Can They Be Reconciled?

Paula M. Caligiuri, Rutgers U.
Aparna Joshi, Rutgers U.

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9:00 am - 10:20 am
Marriott South
Marina F

What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996

Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy's recent history.

Showcase symposium sponsored by MH, PNS & TIM

Co-Chairs

Jane Whitney Gibson, Nova Southeastern U.
Richard M. Hodgetts, Florida International U.

Panel

Kathryn M. Bartol, U. of Maryland
Paul J. Gordon, Indiana U., Bloomington
John B. Miner, Georgia State U.
Richard T. Mowday, U. of Oregon
William H. Newman, Columbia U.

10:40 am - 12:00 pm
Marriott North
San Diego A

Europe 2000 : The Impact of Traditions and Environmental Changes on Business Practice

This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.

Showcase symposium sponsored by MC, MED & ODC

Chair

Detelin S. Elenkov, FEEBRE

Managerial Implications of Cultural Differences: An International Comparative Study of Poland and Great Britain

Detelin S. Elenkov, FEEBRE

Differences and Similarities in Work Values: A Comparative Study of France, Germany, Greece, Russia, and Bulgaria

David A. Ralston, U. of Connecticut

10:40 am - 12:00 pm
Westin
California B

Understanding 'Dirty Work': How Individuals Pursue Meaning in Stigmatized Occupations

Hughes (1958) defined 'dirty work' as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?

Showcase symposium sponsored by MOC, OB & OMT

Chair

Blake E. Ashforth, Arizona State U.

Discussant

Janice M. Beyer, U. of Texas, Austin

How Can You Do It?: Dirty Work and the Dilemma of Identity

Blake E. Ashforth, Arizona State U.
Glen E. Kreiner, Arizona State U.

Dirty Jobs and Artful Work: The Creation of Meaning in the Work of Hospital Cleaners

Amy Wrzesniewski, U. of Michigan
Jane Dutton, U. of Michigan

Variations on a Theme: The Dirty Work of Dirty Work

John Van Maanen, Massachusetts Institute of Technology

Commitment to a 'Morally Tainted' Occupation

Michael G. Pratt, U. of Illinois, Urbana-Champaign

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2:30 pm - 3:50 pm
Marriott North
San Diego A

What Matters Most: Religious Beliefs and the Workplace

From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.

Showcase symposium sponsored by HR, MH & SIM

Chair

Eileen P. Kelly, Ithaca College

Discussant

Gerald F. Cavanagh, U. of Detroit

Historical Perspectives on Religion and Work
Hugh C. Rowland, Ithaca College

The Historical Impact of Catholicism on Religion and Work

Patricia A. Lanier, U. of Southwestern
Louisiana

Religious Discrimination in the Workplace: A Legal Perspective

Eileen P. Kelly, Ithaca College

Religious Beliefs as a Basis for Ethical Decision Making in the Workplace

Ken M. Bond, Humboldt State U.

4:10 pm - 5:30 pm
Marriott South
Marina F

Looking to the Future: How Advanced Technologies Are Reshaping Organizations

This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.

Showcase symposium sponsored by BPS, OCIS & TIM

Co-Chairs

Samuel M. DeMarie, U. of Nevada, Las Vegas
Anthony R. Hendrickson, Iowa State U.

Discussant

Hugh M. O'Neill, U. of North Carolina, Chapel Hill

The Effect of the Technological Revolution on Managing Strategically in Organizations
Michael A. Hitt, Texas A&M U.

Virtual Organizations in Education and Business

Gerardine DeSanctis, Duke U.

Technocentric Organization: Building and Rebuilding Organizations Around Electronic Infrastructures

Anthony M. Townsend, U. of Nevada, Las Vegas
Anthony R. Hendrickson, Iowa State U.
Samuel M. DeMarie, U. of Nevada, Las Vegas

Virtual Classrooms and Universities: Exploiting Advanced Technologies in the Educational Environment

Albert H. Segars, U. of North Carolina, Chapel Hill

Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research

Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.

Showcase symposium sponsored by ODC, OMT & RM

Co-Chairs

Amy Segal, Massachusetts Institute of Technology
Gail Whiteman, Queen's U.

Discussants

Mary Jo Hatch, Cranfield U.
John Van Maanen, Massachusetts Institute of Technology

Drawing Out the Group: Using Drawing-Based Inquiry to Explore Group Life
David Barry, U. of Auckland

Rapidly Learning About Creative Expression: Research Lessons From the Sub-Arctic
Gail Whiteman, Queen's U.

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4:10 pm - 5:30 pm
Marriott North
San Diego A

Expressive Writing: New Voices in Leadership
Kim Morouney, Wilfrid Laurier U.

Finding a Voice, Composing a Life: The Use of Creative Writing in Women's Life Stories
Amy Segal, Massachusetts Institute of Technology

8:30 am - 10:20 am
Convention Center
16A

Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?

Joint symposium sponsored by BPS, IM & TIM

Chair

Nicholas Athanassiou, Northeastern U.

Sharing Knowledge: Coping With Tacitness and Context-Dependency

Jose F. P. Santos, Catholic U. of Porto / INSEAD

Recontextualization, Internationalization, and Organizational Knowledge Transfer
Mary Yoko Brannen, U. of Michigan

Toshiba and the Transfer of Photocopier Technology and Know-How Across Borders
W. Mark Fruin, U. of Michigan

Tacit Knowledge Management Strategies in International Technology Transfers: A Multicase Study of MNE Expansions
David N. McArthur, U. of South Carolina

The Multinational Corporation's Internalization Strategy, Tacit Knowledge Dimensions of the Top-Management-Team Character, and International Performance
Nicholas Athanassiou, Northeastern U.

JOINT SYMPOSIA

8:30 am - 10:20 am
Convention Center
15B

What Matters Most About Boards?: A Discussion With Researchers and Directors

Joint symposium sponsored by BPS & MOC

Co-Chairs

Daniel P. Forbes, New York U.
Violina P. Rindova, New York U.

Discussants

Dale E. Zand, New York U.
William D. Guth, New York U.
Robert B. McKersie, Massachusetts Institute of Technology

Understanding Boards of Directors as Decision Making Groups

Daniel P. Forbes, New York U.
Frances J. Milliken, New York U.

Views of the Top: Stakeholder Expectations From Corporate Boards

Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research
Violina P. Rindova, New York U.

Legitimacy at the Corporate Helm: Deinstitutionalization and Reinstitutionalization of the Role of Boards of Directors

Eugenio Marchese, Cornell U.

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8:30 am - 10:20 am
Convention Center
16B

GLOBE--A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings

Joint symposium sponsored by IM, OB & OMT

Co-Chairs

Marcus W. Dickson, Wayne State U.
Robert J. House, U. of Pennsylvania

Discussant

Simcha Ronen, Tel Aviv U.

Questionnaire Scale Development and Methodological Issues in GLOBE

Peter W. Dorfman, New Mexico State

Unobtrusive Measures and Participant Observation Measures in GLOBE

Robert J. House, U. of Pennsylvania
Vipin Gupta, U. of Pennsylvania
S. Antonio Ruiz-Quintanilla, Cornell U.

GLOBE's Initial Findings: Surprises and Confirmations

Robert J. House, U. of Pennsylvania

GLOBE Research in India: An Example of Within-Country Analyses

Jagdeep Chhokar, U. of New Orleans

GLOBE Data at the Organizational Level of Analysis: Universality and Variation in Organizationally-Shared Cognitive Prototypes of Effective Leadership

Marcus W. Dickson, Wayne State U.

9:00 am - 10:20 am
Marriott North
San Diego C

Measurement Challenges for Job Stress Researchers

Joint symposium sponsored by OB & RM

Co-Chairs

Debra L. Nelson, Oklahoma State U.
Bret L. Simmons, Oklahoma State U.

Discussants

James Campbell Quick, U. of Texas, Arlington
Rabi S. Bhagat, U. of Memphis

Methodological Issues in Cross-Cultural and Cross-National Job Stress Research

Paul E. Spector, U. of South Florida
Juan I. Sanchez, Florida International U.
Cary L. Cooper, U. of Manchester

Nomothetic and Idiographic Measurement of Stress at Work

Arie Shirom, Tel Aviv U.

Measurement of Stressors and Strains

Daniel C. Ganster, U. of Arkansas
Michelle K. Duffy, U. of Arkansas

Stress and Coping Measurement and Interventions in the Workplace

Richard Rahe, U. of Nevada
Tracy Veach, U. of Nevada

9:00 am - 10:20 am
Westin
California A

Opening the Black Box of Organizational Demography: Current Research Advances

Joint symposium sponsored by GDO, HR & ODC

Chair

Ellen Ernst Kossek, Michigan State U.

Discussants

Barbara S. Lawrence, U. of California, Los Angeles
Anne S. Tsui, Hong Kong U. of Science and Technology

The Implications of Changing Group Demography for Diversity Climate: Does Consensus Make a Difference?

Ellen Ernst Kossek, Michigan State U.
Karen S. Markel, Michigan State U.
Patrick P. McHugh, George Washington U.

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9:00 am - 10:20 am
Marriott South
Marina D

Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing

Joint symposium sponsored by ODC, ONE & SIM

Playwright

Steven S. Taylor, Boston College

Discussant

John A. Seeger, Bentley College

Actors

W. E. Douglas Creed, Boston College
Erica Foldy, Boston College
Jenny W. Rudolph, Boston College
Steven S. Taylor, Boston College
William R. Torbert, Boston College

Race Relations, Gender Relations, and the Nature of Work

Robin J. Ely, Columbia U.
David A. Thomas, Harvard U.

Relational Demography: A Theoretical and Methodological Critique

Christine M. Riordan, U. of Georgia

Congruence in Supervisor-Subordinate Relationships: Beyond Relational Demography

Joel Lefkowitz, City U. of New York
Kristine Howard, City U. of New York
Joan P. Lawrence, City U. of New York
Vasiliki Nicolopoulous, City U. of New York

9:00 am - 10:20 am
Westin
California C

An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations

Joint symposium sponsored by CM, OB & SIM

Co-Chairs

Steven L. Grover, Georgia State U.
Karl Aquino, Georgia State U.

Getting Even or Granting Mercy? The Similarities and Dissimilarities Between Revenge and Forgiveness

Thomas M. Tripp, Washington State U.,
Vancouver
Robert J. Bies, Georgetown U.

Psychological Interventions on Forgiveness: A Review

Majan Waltman, U. of Wisconsin
Robert Enright, U. of Wisconsin

Forgiveness and Revenge: An Analysis of Secondary and Tertiary Factors' Influence on Victim Behavior

Murray Bradfield, Georgia State U.

Anger and the Desire to Punish as Antecedents of Bystander Intervention

Lynn Bowes-Sperry, James Madison U.

10:40 am - 12:00 pm
Convention Center
15B

Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances

Joint symposium sponsored by IM, OB & OMT

Chair

Paul M. Olk, U. of California, Irvine

Discussant

Walter W. Powell, U. of Arizona

Adjuvant or Catalyst? Unpacking Interorganizational and Interpersonal Trust in Biotechnology Alliances

Akbar Zaheer, U. of Minnesota
Shawn Lofstrom, U. of Minnesota
Varghese George, Rutgers U.

What Matters at the Individual Level in Strategic Alliances--The Role of Social Identities

Jane E. Salk, ESSEC
Oded Shenkar, Tel Aviv U. / Ohio State U.

Fractured Identity of Management Group Members and Performance of International Joint Ventures: Evidence From China

Jiatao Li, Hong Kong U. of Science and Technology
Katherine Xin, Hong Kong U. of Science and Technology / U. of Southern California
Madan M. Pillutla, Hong Kong U. of Science and Technology

Interpersonal Exchanges in International Strategic Alliances: Cross-Cultural Interactions and Contextual Factors

P. Christopher Earley, Indiana U.,
Bloomington
Paul M. Olk, U. of California, Irvine

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10:40 am - 12:00 pm
Convention Center
16A

The Resource-Based View and Transnational Technology Management

Joint symposium sponsored by BPS, IM & TIM

Chair

Falguni Sen, Fordham U.

Discussant

David Mowery, U. of California, Berkeley

Exploitation in Foreign Environments: An Investigation Into Foreign Direct Investment in R&D by Multinationals

Walter Kuemmerle, Harvard U.

The Effect of Core Competence Building on Firm Performance in a Global, High-Technology Industry

Geert Duysters, U. of Maastricht
John Hagedoorn, U. of Maastricht

Multinational Strategy, Foreign R&D Investment, and Innovation Performance: A Resource Deployment Perspective

Joseph L. C. Cheng, U. of Illinois,
Urbana-Champaign

Resource-Based Strategy and Managerial Power in Networks of Internationally Dispersed Technology Units

John W. Medcof, McMaster U.

Organizational Learning and the Compressed Experience of the Japanese Multinational Enterprise in Overseas Subsidiary R&D

David T. Methe, Kobe U.
Hideki Yoshihara, Kobe U.

Feedback-Seeking Behavior and the Impact of Culture: Tendency to Engage, Strategy Type, and Preferred Source Choice in Latin America
Mary F. Sully de Luque, U. of Nebraska
Steven M. Sommer, U. of Nebraska

Individualism-Collectivism, Other-Oriented Values, and Feedback-Seeking: Effects on Individual Satisfaction and Performance in Groups

Kristi M. Lewis, Oregon State U.

10:40 am - 12:00 pm
Marriott South
Marina D

HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda

Joint symposium sponsored by ENT & HR

Chair

Jerome A. Katz, Saint Louis U.

Discussants

Robert D. Gatewood, U. of Georgia
Jerome A. Katz, Saint Louis U.

The Human Resource Management Paradox: Opportunities and Challenges

Theresa M. Welbourne, Cornell U.
Edward Rogers, Cornell U.

Human Resource Management Practices and Organizational Life Cycles

Howard E. Aldrich, U. of North
Carolina, Chapel Hill
Nancy Langton, U. of British Columbia

A Proactive Model of Employee Retention

Denise R. Chachere, Saint Louis U.
Pamela M. Williams, Saint Louis U.

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10:40 am - 12:00 pm
Convention Center
16B

The Influence of Cross-Cultural Factors on Information Seeking Activities

Joint symposium sponsored by IM & OB

Co-Chairs

Mary F. Sully de Luque, U. of Nebraska
Steven M. Sommer, U. of Nebraska

Discussant

Susan J. Ashford, U. of Michigan

Cultural Differences in Newcomer Information Seeking: A Comparison of the U.S. and Hong Kong

Elizabeth Wolfe Morrison, New York U.
Ya-Ru Chen, New York U.

10:40 am - 12:00 pm
Marriott South
Marina F

The Transformation of Health Care Systems: Emergent Organizational Forms and Processes

Joint symposium sponsored by HCM & ODC

Co-Chairs

David M. Brock, U. of Auckland
Michael J. Powell, U. of Auckland

A Taxonomy of Health Networks and Systems: Bringing Order Out of Chaos

Gloria J. Bazzoli, Northwestern U.
Stephen M. Shortell, Northwestern U.
Nicole L. Dubbs, Northwestern U.
Cheeling Chan, APACHE Medical
Systems

Peter Kralovec, American Hospital Assoc

The Dynamics of Teaching Hospital Mergers
Jean-Louis Denis, U. of Montreal
Lise Lamothe, U. Laval
Ann Langley, U. du Québec à Montréal

The Bounding of Empowerment
Thomas G. Rundall, U. of California,
Berkeley

*Transforming a Health Care System: Alberta's
Experience With Managing Change for
Community Gain*
Ann L. Casebeer, U. of Calgary

*The Diffusion of Technological and
Organizational Innovations and Their Impact
on Clinical Practice and Health Care Delivery
Systems*
Ewan B. Ferlie, U. of London
Louise Fitzgerald, U. of Warwick

10:40 am - 12:00 pm
Marriott North
San Diego B

**Using Realistic Stimulus Materials to
Study Sexual Harassment Decisions:
Some Expected and Unexpected
Outcomes**

*Joint symposium sponsored by GDO, OB &
RM*

Chair
Lehman Benson III, U. of Arizona

*Using Long Scenarios Based on an Actual
Court Case to Study Sexual Harassment
Decisions*
Barbara A. Gutek, U. of Arizona
Maureen O'Connor, City U. of New
York
Renée Melançon, U. of Arizona
Tracy Geer, U. of Arizona

*Creating a Videotrial for Use in Research on
Sexual Harassment Decisions*
Maureen O'Connor, City U. of New York
Renée Melançon, U. of Arizona
Margaret S. Stockdale, Southern Illinois
U., Carbondale

*Using Long Scenarios and Photographs to
Explore Sexual Harassment Beliefs and
'Irrelevant' Method Factors*
Margaret S. Stockdale, Southern Illinois
U., Carbondale
Michelle Wood, Southern Illinois U.,
Carbondale

*Using Multimedia Technology to Study Methods
Effects in Sexual Harassment Judgements*
Robert S. Done, U. of Arizona

*Using Short Scenarios and Photographs to
Study Sexual Harassment Decisions:
Controlling for 'Irrelevant' Methods Factors*
Lisa D. Ordóñez, U. of Arizona
Lehman Benson III, U. of Arizona
Victor Thompson, U. of Arizona

10:40 am - 12:00 pm
Marriott North
San Diego B

**What Matters Most: Rethinking
Formalization and Innovation**

Joint symposium sponsored by OMT & TIM

Chair
Wynand E. J. Bodewes, Erasmus U.,
Rotterdam

Discussant
W. Richard Scott, Stanford U.

The Future of Innovation
Paul S. Adler, U. of Southern California

*Codified Routines and Innovation: An
Evolutionary Perspective*
Wynand E. J. Bodewes, Erasmus U.,
Rotterdam

*Standard Operation Procedures and
Organizational Learning*
Nikolaus Beck, U. of Mannheim
Alfred Kieser, U. of Mannheim
Peter Walgenbach, U. of Mannheim

*Balancing Seemingly Antithetical Process
Management Approaches: Rediscovering
Formalization's Role in Effective Innovation*
Larry D. Browning, U. of Texas, Austin
Sim B. Sitkin, Duke U.
Kathleen M. Sutcliffe, U. of Michigan

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10:40 am - 12:00 pm
Westin
California A

Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads

Joint symposium sponsored by HR & OB

Chair

Jerald Greenberg, Ohio State U.

Discussant

Jerald Greenberg, Ohio State U.

Organizational Justice and Fairness-as-Accountability

Robert G. Folger, Tulane U.

Ethnic Diversity and the Viability of Organizations: The Role of Procedural Justice in Bridging Differences

Tom Tyler, New York U.

Yuen J. Huo, U. of California, Los Angeles

Interactional (In)Justice: The Sacred and the Profane

Robert J. Bies, Georgetown U.

Fairness Heuristic Theory

E. Allan Lind, Duke U.

Moderating Influences on Elements of Procedural Justice

Joel Brockner, Columbia U.

Grant Ackerman, Columbia U.

10:40 am - 12:00 pm
Westin
California C

Job Loss, Coping, and Reemployment

Joint symposium sponsored by CAR & OB

Chair

James D. Westaby, New York U.

Discussant

Carrie R. Leana, U. of Pittsburgh

A Longitudinal Assessment of Relationships Among Coping Resources, Coping Strategies, Subjective Well Being, and the Quality of Reemployment

Angelo J. Kinicki, Arizona State U.

Frances M. McKee-Ryan, Arizona State U.

Gregory E. Prussia, Seattle U.

2:30 pm - 3:50 pm
Convention Center
15B

Predictors and Outcomes of Networking Behavior Among Unemployed Job-Seekers
Connie R. Wanberg, U. of Minnesota
Ruth Kanfer, Georgia Institute of Technology

Joseph T. Banas, U. of Minnesota

Specific Strategies for Managing the Reemployment Process

James D. Westaby, New York U.

Modeling Competitive Dynamics

Joint symposium sponsored by BPS & OMT

Chair

Olav Sorenson, U. of Chicago

Discussant

Jesper Sorensen, U. of Chicago

Rethinking Age Dependence in Organizational Mortality: Logical Formalizations

Michael T. Hannan, Stanford U.

The Structuring of Organizational Populations

David N. Barron, Oxford U.

Resource Acquisition Strategies and Organizational Growth in the Computer Workstation Industry, 1980-1996

Olav Sorenson, U. of Chicago

How Regulation and Globalization Affected Organizational Legitimation and Competition Among Commercial Banks in Singapore, 1840-1994

Glenn R. Carroll, U. of California, Berkeley

Albert C. Teo, National U. of Singapore

The Evolution of Global Competition in the Hard Disk Drive Industry

William P. Barnett, Stanford U.

2:30 pm - 3:50 pm
Convention Center
16A

Advancements in Measuring Technological Change

Joint symposium sponsored by BPS & TIM

Chair

Susan K. McEvily, U. of Pittsburgh

Discussants

Linda K. Argote, Carnegie Mellon U. / U. of Minnesota

Kingshuk K. Sinha, U. of Minnesota

How New is New? Toward a Framework to Measure Changes in Technology
Shobha S. Das, Nanyang Technological U.

Firm Capabilities and Technological Change in the Commercial Laser Industry
Sally Sleeper, Carnegie Mellon U.

Measuring Three Attributes of Technological Capabilities: Complexity, Specificity, and Tacitness
Susan K. McEvily, U. of Pittsburgh

Comparing Two Methods of Assessing the Radicalness of an Innovation
Kristina Dahlin, Carnegie Mellon U.

Measuring Three Attributes of Technological Capabilities: Complexity, Specificity, Tacitness
Margaret R. Taylor, Carnegie Mellon U.

2:30 pm - 3:50 pm
Convention Center
16B

Sensemaking in Complex Cultures

Joint symposium sponsored by IM & OB

Chair
Mark E. Mendenhall, U. of Tennessee, Chattanooga

Discussants
Mark E. Mendenhall, U. of Tennessee, Chattanooga
Geert Hofstede, U. of Maastricht / Tilburg U.

Learning Culture: An Integrated Framework for Cultural Analysis
Margaret E. Phillips, Pepperdine U.
Nakiye A. Boyacigiller, San Jose State U.

Making Sense of Culture: A Multiple Cultures Perspective
Sonja A. Sackmann, U. of Munich
Margaret E. Phillips, Pepperdine U.

Reexamining Values: Toward a Framework for Understanding the Impact of Culture on Organizational Behavior
Jennifer Roney, Southern Methodist U.

A Model for Making Sense of Cultural Paradoxes
Joyce S. Osland, U. of Portland
Allan Bird, California Polytechnic State U.

2:30 pm - 3:50 pm
Marriott South
Marina D

Organizing as if Creativity Really Mattered

Joint symposium sponsored by ODC & OMT

Co-Chairs
Ronald E. Purser, San Francisco State U.
Alfonso Montuori, California Institute of Integral Studies

Discussant
Connie Marie Gaglio, San Francisco State U.

Barriers to Organizational Creativity
Richard W. Woodman, Texas A&M U.

The Relationship Between Work Environment and Creativity
Teresa M. Amabile, Harvard U.

Social Interactions and Creativity
Magoroh Maruyama, Aomori U.

2:30 pm - 3:50 pm
Marriott South
Marina F

Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict

Joint symposium sponsored by MOC, OMT & PNS

Co-Chairs
Elaine V. Backman, Harvard U.
Julia Sass Rubin, Harvard U.

Discussant
Robert R. Alford, City U. of New York

Good Works, Incorporated: The Effects of Corporate Structure on Organizational Change
Elaine V. Backman, Harvard U.

Community Development Venture Capital: The Conflict of Capitalism and Democracy
Julia Sass Rubin, Harvard U.

The Effects of Contradictory Institutional Logics on Organizational Identity: Faith-Based Human Services in an Era of Transformation.
Melissa M. Stone, U. of Minnesota

Organizational Trust in Family Businesses: An Institutional Perspective
L. Kacie LaChapelle, Family Business Dynamics
Louis B. Barnes, Harvard U.

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2:30 pm - 3:50 pm
Marriott North
San Diego B

**Organizational Storytelling II:
Narrative and the Case of a
High-Tech Organizational
Consultation**

Joint symposium sponsored by ODC, MC & RM

Chair

David M. Boje, New Mexico State U.

*Reflections on Three Epistemological Perspectives
in Organizational Theory*

John T. Luhman, New Mexico State U.

*Postmodern Narrativism: Implications for
Organizational Change Theory, Practice, and
Research*

David M. Boje, New Mexico State U.

Culture, Narrative, and the Politics of Discourse
Kaylynn S. Two Trees, Earthtime Ranch

*Setting the Stage: The Oral and Literary
Traditions*

Robert Dennehy, Pace U.

*Restorying and the Case of the Sci-Fi
Organization*

Grace Ann Rosile, New Mexico State U.

2:30 pm - 3:50 pm
Marriott North
San Diego C



**Educational and Organizational
Change Through Distance Learning:
DELIVERING What Matters Most
for the U.S. Postal Service and
Benedictine University**

Joint symposium sponsored by MED & ODC

Chair

Therese F. Yaeger, Benedictine U.

Panel

Carol Garvey, U. S. Postal Service

E. Gay Schroff, U. S. Postal Service

Peter F. Sorensen, Jr., Benedictine U.

2:30 pm - 3:50 pm
Westin
California A

**Assessing the Impact of Trust:
Divergent Approaches, Converging
Understandings**

Joint symposium sponsored by MOC & OB

Co-Chairs

Janet M. Dukerich, U. of Texas, Austin

Roderick M. Kramer, Stanford U.

Discussant

Roderick M. Kramer, Stanford U.

*When to Trust, When to Measure: Capturing
the Dynamic Nature of Interpersonal Trust*
Tony P. Ammeter, U. of Texas, Austin

*Trust in Global Virtual Teams: Questioning
the Current Directions in the Studies of Trust*
Sirkka L. Jarvenpaa, U. of Texas, Austin

Synergies of Trust and Distrust in Teams
Roy J. Lewicki, Ohio State U.
Daniel J. McAllister, Georgetown U.

*Identifying International Assignees at Risk for
Premature Departure: The Role of Trust*
Phyllis Anne Siegel, Rutgers U.
Ron Garonzik, Hay-McBer
Joel Brockner, Columbia U.

2:30 pm - 3:50 pm
Westin
California B

**How Much Diversity Can a Team
Take? A Cognitive Approach**

Joint symposium sponsored by MOC, OB & ODC

Chair

Suzanne C. de Janasz, U. of Southern
California / James Madison U.

Discussants

Pamela S. Barr, Georgia State U.

Kenneth R. Brousseau, Decision

Dynamics Group

Kumar Chittipeddi, Bryant College

*How Do MBA Students React to an
Intentional Team Diversity Approach?*

Kelly Anne Mollica, Wake Forest U.

*More Than Meets the Eye: Going Beyond
National Culture to Individual Cultural Values
in Exploring Team Dynamics*

Joy Karen Turnheim, New York U.

*The Knowledgeable Board: Cognitive Diversity
and Board Effectiveness*

Violina P. Rindova, New York U.

*Moving Beyond Demographic Explanations:
The Role of Cognitive Attributes in Team
Functioning*

Suzanne C. de Janasz, U. of Southern
California / James Madison U.

Michael J. Driver, U. of Southern
California

Nandini Rajagopalan, U. of Southern
California

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2:30 pm - 3:50 pm
Westin
California C

**Bringing the 'Social' Back in:
Network Perspectives on
Organizational Cognition**

Joint symposium sponsored by MOC, OB & OMT

Chair

Juan-Carlos Pastor, U. of Western
Ontario

Discussants

Daniel J. Brass, Pennsylvania State U.
David Krackhardt, Carnegie Mellon U.

*Cognition in Context: Network and Social
Identity Effects on Workplace Perceptions*

Ajay Mehra, Pennsylvania State U.
Dennis A. Gioia, Pennsylvania State U.
Giuseppe Labianca, Pennsylvania State U.

*A Social Network Analysis of Mental
Representations of Leadership*

Juan-Carlos Pastor, U. of Western
Ontario
James R. Meindl, State U. of New York,
Buffalo

*Networks, Knowledge, and Strategic Choice:
The Role of Social Expertise*

Gregory Janicik, U. of Chicago

4:10 pm - 5:30 pm
Convention Center
15B

Alliances and Networks

Joint symposium sponsored by BPS & OMT

Chair

Ranjay Gulati, Northwestern U.

Discussant

Mark S. Mizruchi, U. of Michigan

*Different Paths for Different Practices:
Profitability, Legitimacy, and Network Influence*

Pamela R. Haunschild, Stanford U.

*Interorganizational Relations and Elite
Sponsorship: Networks of Control or
Mobilization?*

Walter W. Powell, U. of Arizona

*Interorganizational Endorsements and the
Performance of Entrepreneurial Ventures*

Toby E. Stuart, U. of Chicago

Alliances and Networks

Ranjay Gulati, Northwestern U.

4:10 pm - 5:30 pm
Convention Center
16A

**The Dynamics of Long-Term
Competitive Advantage: A
Comparison of the Chemical
Industries in the U.S., Britain,
Germany, and Japan since 18**

Joint symposium sponsored by BPS & TIM

Chair

Johann Peter Murmann,
Northwestern U.

Discussant

Bruce Kogut, U. of Pennsylvania

*An Overview of the Performance of the Chemical
Industries in U.S., Britain, Germany, and
Japan Since 1850*

Johann Peter Murmann,
Northwestern U.

The Puzzle of the Japanese Chemical Industry

Takashi Hikino, Harvard U.
Tsutomu Harada, Kobe U.
Yoshio Tokuhisa, Mitsubishi
Petrochemicals
James Yoshida, Toho Carbon Fibers

Chemicals: A U.S. Success Story

Ashish Arora, Carnegie Mellon U.
Nathan Rosenberg, Stanford U.

*Evolution of Industry Structure in the Chemical
Industry*

Ashish Arora, Carnegie Mellon U.
Alfonso Gambardella, U. of Urbino

*The Evolution of Corporate Capability, and
Corporate Strategy and Structure, Within the
World's Largest Chemical Firms: The
Twentieth Century in Perspective*

Alfred Chandler, Harvard U.
Takashi Hikino, Harvard U.
David Mowery, U. of California, Berkeley

*The Process of Innovation in the Chemical
Industry*

Ralph Landau, Stanford U.

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4:10 pm - 6:00 pm
Marriott South
Marina D

Toward Eco-Humanism

Joint symposium sponsored by GDO, ONE & SIM

Co-Chairs

W. Edward Stead, East Tennessee State U.

Jean Garner Stead, East Tennessee State U.

Tensegrity: A Universal Organizing Principle Linking 'Eco' and 'Humanism'

Ann E. Feyerherm, Pepperdine U.

Eco-Humanism: The Final Environmental Frontier?

Mark Starik, George Washington U.

Spirituality and Eco-Humanism

Carolyn P. Egri, Simon Fraser U.

Experiences, Values, and Worldview: Perspectives That Inform Research and Education in Environmental Management

Nigel John Roome, Tilburg U.

4:10 pm - 5:30 pm
Marriott North
San Diego C

Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment

Joint symposium sponsored by MC, MED & ODC

Chair

Peter F. Sorensen, Jr., Benedictine U.

Panel

David L. Cooperrider, Case Western Reserve U.

Robert T. Golembiewski, U. of Georgia

Thomas C. Head, Tennessee State U.

James Ludema, Case Western Reserve U. / Benedictine U.

Joanne C. Preston, Pepperdine U.

Linda Sharkey, Paine-Webber, Inc. / Benedictine U.

Dale Spartz, Riverside Health System

Therese F. Yaeger, Benedictine U.

4:10 pm - 5:30 pm
Westin
California A

Friendship in Organizations: How and Why It Matters

Joint symposium sponsored by OB, ODC & OMT

Co-Chairs

Sandy Kristin Piderit, U. of Michigan

Markus Vodosek, U. of Michigan

Discussant

David Krackhardt, Carnegie Mellon U.

On the Linkages Between Management, Communication, Research, and Personal Relationships--But Not Necessarily in That Order

Steve Duck, U. of Iowa

The Dual Role of Friendship in Fostering Cooperation and Building Power

Deborah E. Gibbons, Georgia State U.

United We Stand: Embedding Attitudes Toward Change in Social Relationships

Sandy Kristin Piderit, U. of Michigan

4:10 pm - 5:30 pm
Westin
California B

New Directions in Work-Family Research: Advances and Paradoxes

Joint symposium sponsored by CAR, GDO & OB

Chair

Ellen Ernst Kossek, Michigan State U.

Discussants

Barbara A. Gutek, U. of Arizona

Barney Olmsted, New Ways to Work

Elder and Child Caregiving Domain Choices: Differential Work and Family Processes and Outcomes

Ellen Ernst Kossek, Michigan State U.

Jason Alan Colquitt, Michigan State U.

Raymond A. Noe, Michigan State U.

Flexible Work Arrangements: A Paradoxical Alternative

Marcia Kropf, Catalyst, Inc.

Sharon A. Lobel, Seattle U.

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Disturbing Concepts: The Myths, Realities, and Research Implications of Telecommuting
Christena Nippert-Eng, Illinois Institute of Technology

Making Work-Family Research in Management More Inclusive: A Life Balance Perspective
Teresa J. Rothausen, Texas A&M U.

4:10 pm - 5:30 pm
Westin
California C

Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship

Joint symposium sponsored by CAR, CM & OB

Chair
Courtney Shelton Hunt, U. of Delaware

Discussant
Lynne M. Andersson, Saint Joseph's U.

Before and After Downsizing: Employee Concerns and Company Responses
Donald E. Conlon, Michigan State U.
Debra L. Shapiro, U. of North Carolina, Chapel Hill

Justice Perceptions as Mediators of Structural Changes and Employee Attitudes and Behaviors
Mary C. Kernan, U. of Delaware

Job Insecurity Among White-Collar Professionals: Is it Just an Issue for Restructuring Organizations?
James E. King, Samford U.

Working on the Periphery: Developing a Measure of Perceptions of Marginalization
Tracey Honeycutt Sigler, Western Washington U.
Courtney Shelton Hunt, U. of Delaware

SHARED INTEREST TRACK

9:00 am - 10:20 am
Convention Center
17B

Managing Crisis Situations

Papers from MOC & OMT

Facilitator
William H. Starbuck, New York U.

Conference Proceedings Paper Winner of MOC Division Best Paper Award

Learning From a Brush With Danger: Evidence That Pilots' Learning From a 'Near Accident' is Enabled by Counterfactual Thinking and Hindered by Organizational Accountability

Michael W. Morris, Stanford U.
Paul C. Moore, Stanford U.
Michal Tamuz, U. of Texas, Houston
Rick Tarrell, San Jose State U.

Narcissism in the Death Zone: Everest, Disaster, and Self-Centered Organization
Michael B. Elmes, Worcester Polytechnic Institute
David Barry, U. of Auckland

Reducing the Murkiness in Definitions of Organizational Crises
Sarah Kovoov-Misra, U. of Colorado, Denver
Judith A. Clair, Boston College
Kenneth L. Bettenhausen, U. of Colorado, Denver

Reconceptualizing Organizational Errors
Rangaraj Ramanujam, Carnegie Mellon U.
Paul S. Goodman, Carnegie Mellon U.

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9:00 am - 10:20 am
Westin
Balboa

Jobs and Careers in Virtual Organizations

Papers from CAR, HR & OMT

Facilitator

Michael B. Arthur, Suffolk U.

Don't You Fence Me In, I Can Do It Myself: Perceptions of Portfolio Working and the Boundaryless Career

Laurie Cohen, Sheffield Hallam U.

Mary Mallon, Sheffield Hallam U.

The Effects of Variable Work Arrangements on the Organizational Commitment of Contingent Workers

Melissa W. Barringer, U. of

Massachusetts, Amherst

Michael C. Sturman, Louisiana State U.

Boundaryless Organizations and Boundaryless Careers: A New Market for High-Skilled Temporary Work

Janet H. Marler, Cornell U.

George T. Milkovich, Cornell U.

Melissa W. Barringer, U. of

Massachusetts, Amherst

The Virtual Organization: Defining a Weberian Ideal Type From an Interorganizational Perspective

Eva C. Fuehrer, U. of Queensland / Karl

Franzens U., Graz

Neal M. Ashkanasy, U. of Queensland

Firm Regulation and Adaptation

Papers from ONE, PNS & SIM

Facilitator

Stephanie Lenway, U. of Minnesota

Do Environmental Regulations Retard Productivity? Evidence From U.S. Electric Utilities

Sumit Kumar Majumdar, U. of Michigan

Alfred Allen Marcus, U. of Minnesota

Creating a Competitive Advantage at the Government-Firm Interface

Kira Kristal Reed, U. of Connecticut

Top Managers and Regulatory Change: A Test of Three Models of Adaptation and Performance

Michael V. Russo, U. of Oregon

Frank C. Schultz, U. of Minnesota

The Theory of Economic Regulation and Political Competition Within Industries
Eugene Salorio, City U. of New York

10:40 am - 12:00 pm
Marriott North
Columbia 2

Management Discourse

Papers from GDO, OMT & RM

Facilitator

Walter R. Nord, U. of South Florida

Reviewing Social Constructions: Feminism, Postmodernism, and the Gendering of Task and Process

Erica Foldy, Boston College

A Structural View of Organizational Discourses

John Hendry, U. of Cambridge

Loizos Heracleous, National U. of Singapore

Triangulation in Post-Positivist Research: A Review

Julie R. Wolfram Cox, Monash U., Caulfield

Taking the Linguistic Turn in Organizational Research

Mats Alvesson, Lund U.

Dan Kärreman, Göteborg U.

10:40 am - 12:00 pm
Westin
Balboa

Prejudice in the Workplace

Papers from CM, GDO, HR & OB

Facilitator

Joanne Martin, Stanford U.

Demographics in Service Encounters: Effects of Racial and Gender Congruence on Perceived Fairness

Carol T. Kulik, Arizona State U.

Robert L. Holbrook, U. of Central Arkansas

From Inequality to Pluriformity: Thinking About Gender, Work, and Organization in the Netherlands

Yvonne Benschop, U. of Nijmegen

Margo Brouns, U. of Twente

Jeanne De Bruijn, Free U., Amsterdam

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9:00 am - 10:20 am
Marriott South
Torrance

Making the Connection Between Formal Diversity Practices and Organizational Effectiveness: A Combined Universalistic/Contingency Interpretation
Orlando Curtae' Richard, Louisiana Tech U.

Nancy Brown Johnson, U. of Kentucky

Prejudice Matters: Satisfaction With Promotional Opportunities as a Function of the Perceived Implementation of Policies to Advance Blacks

Erika L. Hayes, Tulane U.

Jorg Dietz, Tulane U.

Arthur P. Brief, Tulane U.

Robin Reizenstein, Assessment Solutions, Inc.

10:40 am - 12:00 pm
Marriott South
Torrance

HRM Practices in Different Countries

Papers from HR, IM & PNS

Facilitator

John W. Slocum, Southern Methodist U.

U.S. Multinational Corporations and Their Human Resource Management Systems

Peter Feuille, U. of Illinois,
Urbana-Champaign

John J. Lawler, U. of Illinois,
Urbana-Champaign

Shyh-jer Chen, National Sun Yat-Sen U.

Jhongseok Bae, Hanyang U.

Conference Proceedings Paper

Managerial Networks and Firm Performance: A Micro-Macro Link in a Transitional Economy

Michael W. Peng, Ohio State U. /
Chinese U. of Hong Kong

Cross-Cultural Affirmative Action

Sheri J. Bischoff, Brigham Young U.

The Incidence of Human Resource Problems and Policies Among Public and Private Enterprises in Russia

Raymond Russell, U. of California,
Riverside

10:40 am - 12:00 pm
Westin
Harbor A&B

Organizational Downsizing

Papers from OB, ODC & OMT

Facilitator

Kim S. Cameron, Brigham Young U.

Downsizing and the Crossover of Burnout in Married Couples Employed by the Same Organization

Mina Westman, Tel Aviv U.

Dalia Etzion, Tel Aviv U.

Esti Danon, Tel Aviv U.

The Influence of Empowerment on Loyalty and Support in a Downsizing Environment

Brian P. Niehoff, Kansas State U.

Robert H. Moorman, West Virginia U.

Gerald L. Blakely, West Virginia U.

Jack Fuller, West Virginia U.

Downsizing Results: Performance Outcomes of Incremental Versus Revolutionary Approaches

Karen M. Byers, California State U.,
Fullerton

Corporate Downsizing: Effects of

Implementation Strategies on Firm Performance

Robert D. Nixon, Tulane U.

10:40 am - 12:00 pm
Convention Center
17B

Complex Self-Organizing Systems

Papers from BPS, MH & OMT

Facilitator

Ramond-Alain Thietart, U. of Paris,
Dauphine

Infrastructural Strategies for Creating Global Competitive Advantage: A Complex Adaptive System Approach

Bhatt L. N. Vadlamani, U. of
Massachusetts, Boston

Conference Proceedings Paper

The History of Herman Miller, Inc. and the Nature of Emergence: 'Emergent all the Way Down'

Thomas J. Hench, U. of Wisconsin, La
Crosse

Complex Rhetoric and Simple Games

Jeffrey Goldberg, Cranfield U.

Livia Markoczy, Cranfield U.

Self-Organized Change in Emerging Organizations: An Empirical Exploration

Benjamin M. Lichtenstein, Boston
College

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2:30 pm - 3:50 pm
Westin
Balboa

Openness to Intellectual Diversity

Papers from CM, MOC, OB & OMT

Facilitator

Jean M. Bartunek, Boston College

Cooperative Goals and Constructive Controversy in Work Teams in China: Antecedents for Performance

Dean Tjosvold, Lingnan College /
Simon Fraser U.

Zhong-Ming Wang, Hangzhou U.

The Effect of Cognitive Diversity on Processes and Outcomes of Strategic Decision-Making Teams

Yvonne S. Smith, Biola U.

Ritch L. Sorenson, Texas Tech U.

Virgil O. Smith, Biola U.

Organizational Error Management Climate: On Enhanced Organizational Error Handling Strategies

Cathy Van Dyck, U. of Amsterdam

Michael Frese, U. of Amsterdam

Sabine Sonnentag, U. of Amsterdam

Metatriangulation: A Multiparadigm Strategy for Theory Building

Marianne W. Lewis, U. of Cincinnati

Andrew J. Grimes, U. of Kentucky

2:30 pm - 3:50 pm
Marriott North
Columbia 2

Cognitive Processes in Decision Making

Papers from BPS, MOC & RM

Facilitator

Mark Jenkins, Cranfield U.

Probing the Unobtrusive Link: Dominant Logic and the Design of Joint Ventures at General Electric

Jamal Shamsie, New York U.

Joseph Lampel, St. Andrews U.

An Empirical Study of Group Cognitive Style and Strategic Decision Making

Nancy H. Leonard, U. of Evansville

Richard W. Scholl, U. of Rhode Island

Laura L. Beauvais, U. of Rhode Island

2:30 pm - 3:50 pm
Convention Center
17B

The Role of Affect in Information Processing, Organizational Learning, and Strategic Choice
Gareth R. Jones, Texas A&M U.

Jennifer M. George, Texas A&M U.

A Methodology for Decision Analysis

Robert Phelps, U. of Surrey

K. Krabuanrat, U. of Surrey

Organizational Learning

Papers from BPS, OMT & ONE

Facilitator

George P. Huber, U. of Texas, Austin

The Strategic Management of Organizational Learning

Mary Crossan, U. of Western Ontario

Nick Bontis, U. of Western Ontario

Situated Learning With Irreducible Ambiguity: An Analysis of Investigations Into Four Accidents in Two Chemical Plants

Peter B. Cebon, U. of Melbourne

Transactive Knowledge and Performance in the Retail Food Industry

Diane Liang Rulke, U. of Minnesota

Srilata Zaheer, U. of Minnesota

Marc H. Anderson, U. of Minnesota

Competence Acquisition in Retail Food: Efficient Consumer Response and Environmental Management

Alfred Allen Marcus, U. of Minnesota

Brian Spielmann, U. of Minnesota

2:30 pm - 3:50 pm
Marriott South
Torrance

Processes of Institutionalization

Papers from OM, OMT & PNS

Facilitator

Anne S. Miner, U. of Wisconsin, Madison

The Performance of ISO 9000 as a Quality Improvement System: Empirical Evidence From the U.K.

Christopher A. Voss, London Business School

Kathryn Lee Blackmon, London Business School

A Stage Model of the Institutionalization Process

Robert J. David, Cornell U.

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Switchpersons on the Tracks of History: Situated Agency and Contested Legitimacy in the Diffusion of Domestic Partner Benefits
W. E. Douglas Creed, Boston College
Maureen Scully, Massachusetts Institute of Technology

Potential Misconduct in University-Industry Relationships: An Exploration of Possible Isomorphic Influences
Teresa Isabelle Daza Campbell, U. of Arizona
Sheila Slaughter, U. of Arizona

2:30 pm - 3:50 pm
Westin
Harbor A&B

Learning to Do Mergers and Acquisitions

Papers from BPS, IM, MOC & OB

Facilitator
David Jemison, U. of Texas, Austin

Preserving and Transferring Knowledge-Based Resources During Post-Acquisition Implementation: A Study of High-Tech Acquisitions
Annette L. Ranft, West Virginia U.
Carl P. Zeithaml, U. of Virginia

Institutional Constraints and Opportunities: An Examination of Cross-Border and Domestic Acquisitions of European Manufacturing Firms (1985-1994)
J. Timothy Goines, Benedictine U.

A Merger as a Dialog Process Leading to Common Interorganizational Sensemaking
Frederic Leroy, ESCNA
Michel Claessens, ESCNA

The Influence of Prior Acquisition Performance on Subsequent Acquisition Likelihood
Jerayr Haleblian, U. of California, Riverside
Sydney Finkelstein, Dartmouth College

4:10 pm - 5:30 pm
Convention Center
8

Workplace Violence, Fear, and Revenge

Papers from MC & OB

Facilitator
Judi McLean Parks, Washington U.

Violence at Work: The Role of the External Consultant
Lynne McClure, McClure Associates
Management Consultants
William B. Werther, Jr., U. of Miami

Antecedents and Consequences of Work-Related Fear
Michael Clugston, New Mexico State U.

Conference Proceedings Paper Winner of OB Division Best Paper Award

When Colleagues Become Violent: Employee Threats and Assaults as a Function of Societal Violence and Organizational Injustice
Robert G. Folger, Tulane U.

Sandra L. Robinson, U. of British Columbia
Jorg Dietz, Tulane U.
Judi McLean Parks, Washington U.
Robert A. Baron, Rensselaer Polytechnic Institute

How Employees Respond to Personal Offense: The Effects of Victim and Offender Status on Revenge and Forgiveness in the Workplace
Karl Aquino, Georgia State U.
Thomas M. Tripp, Washington State U., Vancouver

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4:10 pm - 5:30 pm
Westin
Harbor A&B

Effects of Interpersonal Trust

Papers from BPS, CM, OB & OMT

Facilitator

Philip Bromiley, U. of Minnesota

Trust Within the Organization: Integrating the Trust Literature With Agency Theory and Transaction Costs Economics

Manuel Becerra, Michigan State U. / U. of Maryland

Anil K. Gupta, U. of Maryland

Conference Proceedings Paper

Task Conflict and Relationship Conflict in Top Management Teams: The Pivotal Role of Intragroup Trust

Tony L. Simons, Cornell U.

Randall S. Peterson, Cornell U.

Conference Proceedings Paper

The Effects of Interpersonal Trust on Work Group Performance

Kurt T. Dirks, U. of Illinois, Urbana-Champaign

The Contexts of Trust: The Impact of Organizational Characteristics

Vincenzo Perrone, Bocconi U., Milan

Akbar Zaheer, U. of Minnesota

William McEvily, Carnegie Mellon U.

4:10 pm - 5:30 pm
Westin
Balboa

Impression Management

Papers from OB, OCIS & ODC

Facilitator

Mark J. Martinko, Florida State U.

Development of a Scale for Measuring Impression Management in Organizations

Mark C. Bolino, U. of South Carolina

William H. Turnley, Kansas State U.

Repeated Use of Impression Management

Tactics: Do They Lose Their Power of Influence Over Time?

Denise Daniels, Seattle Pacific U.

Terence R. Mitchell, U. of Washington

4:10 pm - 5:30 pm
Convention Center
17B

Seeing More and Knowing Less: A Study of How Impressions Become More Biased Over Cognitively Taxing Media

Pamela J. Hinds, Hewlett-Packard Laboratories

The Empowerment Paradox

Steven H. Cady, Bowling Green State U.

Patricia M. Fandt, U. of Washington, Tacoma

Cooperation in Competition and Vice Versa

Papers from BPS, CM, HCM & OMT

Facilitator

C. Marlene Fiol, U. of Colorado, Denver

Competition Through Collaboration: Roles of Interorganizational Networks on Competitive Dynamics

Devi R. Gnyawali, Virginia Polytechnic Institute and State U.

Beyond Cooperation and Competition

Evert Van de Vliert, U. of Groningen

Competition and Medical Technology: Effects on Health Care Costs and Access to Care in Major U.S. Markets

Joel A. Ryman, U. of Tennessee, Knoxville

Gerald E. Fryxell, U. of Tennessee, Knoxville

Less Competition, More Coordination

Jar-Der Luo, Yuan-Ze U.

Fu Chang, Institute of Information Science, Academia Sinica

Kuang S. Yeh, National Sun Yat-Sen U.

INTERACTIVE PAPER SESSIONS

9:00 am - 10:20 am
Marriott South

Marina E



Business Policy & Strategy

Teaching the Elephant to Forget: Strategic Implications of Organizational Unlearning

Jay Kim, U. of Wisconsin, Madison
Todd Saxton, Indiana U., Bloomington

Chief Executive Scanning Foci, Environmental Dynamism, and Manufacturing Firm Performance

Vinay K. Garg, U. of Texas, Arlington
Richard L. Priem, Hong Kong U. of Science and Technology / U. of Texas, Arlington

Bruce A. Walters, Oklahoma City U.

Corporate Espionage: An Information Theory and Resource-Based Perspective

Sherry M. Burlingame, Old Dominion U.

Revisiting Chandler's Fit-Performance Thesis: Questions Arising From a Time-Series Analysis of Chandler's Firms

William Acar, Kent State U.

Robert J. Keating, U. of North Carolina, Wilmington

Kenneth E. Aupperle, U. of Akron
William W. Hall, U. of North Carolina, Wilmington

Richard A. Engdahl, U. of North Carolina, Wilmington

Management Education & Development

Action and Reaction in the Evolution of Business School Missions. A Double Null Solution

Chester C. Cotton, California State U., Chico

John F. McKenna, California State U., Chico

Stuart Van Auken, California State U., Chico

Matthew L. Meuter, Arizona State U.

Student Learning From an Enterprise Simulation

C. Gopinath, Suffolk U.

John E. Sawyer, U. of Delaware

Grading Class Participation: Listening for One Hand Clapping?

Nina D. Cole, Brock U.

Hugh P. Gunz, U. of Toronto

Organizational Communication Information Systems

The Impact of Computer-Mediated Communication on Work Group Dynamics and Effectiveness

James M. Wilkerson, Georgia Institute of Technology

How Virtual Teams Communicate While Producing Creative Work

Jill Nemiro, Claremont Graduate U. / California School of Professional Psychology

Author Perceptions of Editor Behaviors: Views of Scholars in the Field of Management

Marc D. Street, Florida State U.

Dennis P. Bozeman, U. of Houston

J. Michael Whitfield, Georgia College and State U.

Organization & Management Theory

Executive Search Firms and CEO Search
Rakesh Khurana, Harvard U.

The Compounded Agency Problem: An Empirical Investigation of Public-Private Partnerships

Jeff W. Trailer, Pennsylvania State U., Erie

Paula L. Rechner, U. of Houston

Robert C. Hill, U. of Houston

Who Can Play? What Are the Rules?:

Institutional Perspectives on Interorganizational Conflict

Marvin Washington, Northwestern U.

Marc Ventresca, Northwestern U.

The Problems and Promises of Quality

Kim S. Cameron, Brigham Young U.

Michael P. Thompson, Brigham Young U.

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10:40 am - 12:00 pm
Marriott South
Marina E

Business Policy & Strategy

Managerial Commitments and the Resolution of Conflicts of Interest Among Stakeholders
Donald N. Sull, London Business School

The Impact of Financial Condition on Competitive Behavior: Towards a Reconciliation of Competing Views

Cormac Mac Fhionnlaioich, U. College,
Dublin

Walter J. Ferrier, U. of Kentucky

Ken G. Smith, U. of Maryland

Curtis M. Grimm, U. of Maryland

Intrastrategic Group Profiles and Performance: Differences Across Core, Periphery, and Fringe Segments

Tamela D. Ferguson, Louisiana State U.

William L. Ferguson, U. of Southwestern
Louisiana

The SCP Paradigm Revisited: An Economic and Cognitivist Perspective

Ababacar Mbengue, U. of Reims /
ESSEC

The Effect of Ownership on Strategic Pricing Decisions: The Special Case of the Cooperative

Michael A. Boland, Kansas State U.

Jeffrey P. Katz, Kansas State U.

Conference Proceedings Paper

Strategic Balancing in Professional Service

Firms: A Resource-Based View of Control and Coordination Mechanisms

Lynn Perry Wooten, U. of Florida

When Does the Age of Data Really Matter?

Notes on the Use of Older Data in

Cross-Sectional Strategy Research

James A. Robins, U. of California, Irvine

Entrepreneurship

The Influence of Environmental Dynamism on Small Firm Structure, Strategy, and Performance

Michael B. Heeley, Georgia Institute of
Technology

Morgan P. Miles, Georgia Southern U.

Jeffrey G. Covin, Georgia Institute of
Technology

Employer Legitimacy and Recruitment Success in Small Businesses

Ian O. Williamson, U. of North Carolina,
Chapel Hill

Conference Proceedings Paper

International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility

Shaker A. Zahra, Georgia State U.

Dennis M. Garvis, Georgia State U.

Organization & the Natural Environment

Environmental Management--Fad or Form?

Arguments From Fashion and

Neo-Institutional Theory

Charlotte Lex, Copenhagen Business

School / U. of British Columbia

P. Devereaux Jennings, U. of British
Columbia

Toward a Process Framework of Environmental Change

Linda C. Angell, Pennsylvania State U.

Gordon P. Rands, Western Illinois U.

Public & Nonprofit Sector

Reducing Residential Water Demand During Drought: The Influence of Price and Non-Price Conservation Programs

Leonardo Corral, United Nations Food

and Agriculture Organization

Anthony C. Fisher, U. of California,
Berkeley

Nile W. Hatch, U. of Illinois,
Urbana-Champaign

Learning Disabilities for Regulators: The Perils of Organizational Learning in the Air Transportation Industry

Michal Tamuz, U. of Texas, Houston

Business Policy & Strategy

Foreign Investment in Central and Eastern Europe: Outcomes of Privatization and Acquisition in Transitional Economies

Klaus Uhlenbruck, California State U.,
San Marcos

Julio O. De Castro, U. of Colorado,
Boulder

G. Dale Meyer, U. of Colorado, Boulder

Reconciling Mobility With 'Mobility-Detering Levels' of Intangible Assets

Anne Marie Knott, U. of Pennsylvania

David J. Bryce, U. of Pennsylvania

2:30 pm - 3:50 pm
Marriott South
Marina E

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Who Competes With Whom? Delineating and Explaining Market Similarity in the International Hotel Industry
Vinitia E. Mathews, Drake U.
Alex Stewart, Texas Tech U.

Strategic Choices in a Dynamically Evolving Deregulatory Environment
Abdul Rauf Parker, Qatar Public
Telecommunications Corporation
(Q-Tel)

Gender and Diversity in Organizations

Deconstructing Harry--Men, Masculinity, and Organization: A Critical Review
Albert J. Mills, Saint Mary's U.
David Wicks, Saint Mary's U.

The Effects of Applicant Gender, Job Context, and Selection Decision on Reactions to Biodata: An Organizational Justice Perspective
Teri J. Elkins, U. of Houston
James S. Phillips, U. of Houston

Reproducing Gender Within a Hypermasculine Organization
Frank Joseph Barrett, U. S. Naval
Postgraduate School

International Management

Conference Proceedings Paper
Upstream and Downstream Foreign Direct Investment and U.S. Manufacturing Productivity
Wilbur Chung, New York U.

The Role of Configuration and Competitive Positioning in the Internationalization of Research and Development: An Empirical Analysis of Dominant Product U.S. Firms, 1985-1989
V. K. Narayanan, U. of Kansas
Krishnan Ramaya, U. of Missouri, Kansas
City

Organization Development and Firm Performance: A Comparison of Multinational and Local Firms
Chung-Ming Lau, Chinese U. of Hong
Kong
Hang-Yue Ngo, Chinese U. of Hong
Kong

The Response Strategies of Dominant U.S. Firms to Japanese Challengers
Harold Donald Hopkins, Temple U.
Stephanie Hughes, Temple U.

Social Issues in Management

Are Personal Cultural Values and Ethical Beliefs Related? A Four-Country Study of Ecological Conservation, Bribery, Sex Discrimination, and Child Labor
Christopher John Robertson, James
Madison U.
James J. Hoffman, Florida State U.

Assessment of SIM Teaching Effectiveness
David J. Fritzsche, Pennsylvania State U.,
Great Valley

Institutional Shareholder Activism and Portfolio Performance: Are Traditional and Relationship Mechanisms Effective?
Michael J. Rubach, U. of Central
Arkansas
Terrence C. Sebor, U. of Nebraska

Business Policy & Strategy

The Organization-Environment-Strategy-Performance (OESP) Model of the Strategy Process
Moshe Farjoun, Tel Aviv U.

Competitor Intelligence in Small and Mid-Sized Organizations
Joseph C. Picken, Southern Methodist U.

Do Firms Learn to Create Value?
Tarun Khanna, Harvard U.
Bharat N. Anand, Yale U.

Technological Groups, Dynamic Resourcefulness, and Strategic Efficiency
Regis Coeurderoy, Bank of France
Rodolphe Durand, Emory U.

Management History

Changing Forms of Workplace Representation: Lessons From the United States Steel Corporation, 1933-1937
Raymond Louis Hogler, Colorado
State U.

Unintended Consequences: History of A National Health Care Policy Issue
Paul L. Govekar, Nova Southeastern U.

4:10 pm - 5:30 pm
Marriott South
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Organization & Management Theory

Organizational Identity Construction and Stakeholder Identification: A Cross-Level, Integrative, Process Model

Susanne G. Scott, U. of Colorado,
Colorado Springs
Vicki Lane, U. of Colorado, Denver

The Dynamics of Informal Network Evolution: An Exploratory Case Study From the Cellular Industry

Lori Rosenkopf, U. of Pennsylvania
Anca Turcanu, U. of Pennsylvania

Economic Performance, Strategic Position, and Vulnerability to Ecological Pressures Among U.S. Interstate Motor Carriers

Jackson A. Nickerson, Washington U.
Brian S. Silverman, U. of Toronto

Presenting Change to a Taken-For-Granted Structure

Margarete Arndt, Clark U.
Barbara Bigelow, Clark U.

Social Issues in Management

Amaeru and Ganbaru: Dependency, Enduring Effort, and the Growing Problems of Karoshi (Death From Overwork) and Ijime (Bullying) in the Japanese Workplace

Christopher Bishop Meek, Brigham Young U.

Is The CEO on Board With the Board? Director Perceptions of CEO-Board Convergence

Steven Allen Frankforter, Indiana U.,
South Bend

James H. Davis, U. of Notre Dame
David A. Vollrath, Indiana U., South Bend

EPA and OSHA Violations: Preliminary Evidence of the Role of Agency Enforcement Targeting

Vicki Milledge, U. of Massachusetts,
Boston

Kiran Verma, U. of Massachusetts,
Boston

David N. Wiest, Washington and Lee U.

CAUCUSES

Coordinator

Timothy M. Stearns, California State U.,
Fresno

Contact: timothys@csufresno.edu

6:30 pm - 8:30 pm
Marriott North
San Diego B

Table 1 – Cross-Cultural Issues in Management

Susan Yuthas, U. of New Mexico
Contact: skyuthas@umn.edu

Table 2 - Can Workplace Design Enhance Individual and Organizational Performance?

Jon W. Beard, U. of Tulsa
Contact: jon-beard@utulsa.edu

Table 3 - Technological Discontinuities, Competition, and Performance

Frank Rothaermel, U. of Washington
Contact: fr@u.washington.edu



Table 4 - Teaching Strategy with Experiential Exercises

Russell W. Coff, Washington U.
Donald E. Hatfield, Virginia Polytechnic Institute and State U.

Contact: coff@mail.olin.wustl.edu

Table 5 - The Asia Academy of Management

Chung-Ming Lau, Chinese U. of Hong Kong

David K. Tse, City U. of Hong Kong
Contact: cmlau@cuhk.edu.hk



Table 6 - Developing and Teaching On-Line Courses

James Weber, U. of Houston, Victoria
Contact: weberj@cobalt.vic.uh.edu

Table 7 - International Public Management Caucus

Mark T. Green, Willamette U.
Contact: mgreen@willamette.edu

Table 8 - Relationships in Organizations
Markus Vodosek, U. of Michigan
Contact: markvodo@umich.edu

Table 9 - Spirituality and Work
Robert Silvers, Central Washington U.
Contact: silversr@cwu.edu

Table 10 - Expatriate Games: Building an Academic Life in a New Country
D. Lynne Persing, HEC, Montreal / Columbia U.
Long W. Lam, U. of Houston, Clear Lake
Contact: persing@hol.fr

Table 11 - Management Consultancies: Why Are They So Successful?
Thomas Armbruster, London School of Economics and Political Science
Contact: t.f.armbruster@lse.ac.uk

Table 12 - Complexity Theory and Management
E. Andres Garcia, New York U.
Contact: egarcia@stern.nyu.edu



Table 13 - The 12 Step Fellowship (AA, Al-Anon, CODA, et. al.) and Their Messages and Relevance for Business Practice and Teaching
Lee Robbins, Golden Gate U.
Contact: lrobbins@ggu.edu

Table 14 - Strategic Decision Making in a Context of Institutional Upheaval
Jabril Bensedrine, U. of California, Berkeley
Contact: bensedri@haas.berkeley.edu

Table 15 - Economic and Community Development Strategies
Norris F. Krueger, Jr., Entrepreneurial
Benson Lewis Honig, St. Andrews U.
Harry Domicone, California Lutheran U.
Contact: nfkrueger@hotmail.com

Table 16 - Is There a Need for a Collaborative Paper Series at the Academy?
Pamela J. Hinds, Hewlett-Packard Laboratories
Andrea T. Goeglein, ConServ International
Linda Gibson, Pacific Lutheran U.
Steve Seteroff, Management & Logistics Associates, Inc.
Contact: seteroff@kendaco.telebyte.com



Table 17 - What Matters Most to University OB Education
Linda P. Livingstone, Baylor U.
Diana Bilimoria, Case Western Reserve U.
Kenneth R. Thompson, DePaul U.
Contact: linda_livingstone@baylor.edu

Table 18 - Contingent Workforce
Donna Blancero, Arizona State U.
Glen E. Kreiner, Arizona State U.
Contact: aadxb@asuvm.inre.asu.edu

BUSINESS POLICY & STRATEGY

8:30 am - 10:20 am
Convention Center
15B

What Matters Most About Boards?: A Discussion With Researchers and Directors

Joint symposium sponsored by BPS & MOC

8:30 am - 10:20 am
Convention Center
16A

Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?

Joint symposium sponsored by BPS, IM & TIM

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9:00 am - 10:20 am
Convention Center
14A

Interorganizational Networks

Chair

Andrew C. Inkpen, Thunderbird

Discussants

Yasemin Y. Kor, U. of Illinois,
Urbana-Champaign
Volker Mahnke, Copenhagen Business
School

*Interorganizational Strategies and Industry
Boundaries: The Case of the TIME Industry*
Anthony F. Buono, Bentley College
Joerg Sydow, Freie U., Berlin

*Guanxi and Organizational Dynamics:
Organizational Networking in Chinese Firms*
Yadong Luo, U. of Hawaii
Seung Ho Park, Rutgers U.

Conference Proceedings Paper

*Interorganizational Networks: Strategic
Cooperation in Different Network Types*
Trevor A. Williams, Queensland U. of
Technology

*Hybrid Organizational Forms and
Performance: A Configurational Study of
Franchising*
James G. Combs, U. of Mississippi
David J. Ketchen, Jr., Louisiana State U.

9:00 am - 10:20 am
Convention Center
15A

Creating Competitive Advantage and Sustaining Abnormal Profits

Chair

Monika I. Winn, U. of Victoria

Discussants

Thomas J. Douglas, U. of Evansville
Anne Ilinitch, U. of North Carolina,
Chapel Hill

*Brand Characteristics and Brand Performance:
An Exploratory Resource-Level Study in the
Food Manufacturing Industry*
Avinash V. Mainkar, U. of Connecticut

*Reconcilable Differences: The Relationship
Between Industry Conditions and Competitive
Advantage*

Jan W. Rivkin, Harvard U.

*The Emergence and Sustainability of Abnormal
Profits*
Anita M. McGahan, Harvard U.
Michael E. Porter, Harvard U.

9:00 am - 10:20 am
Convention Center
14B

*Factors Affecting Changes in Market Share
Outcomes*

Peter W. Roberts, U. of New South
Wales

Christine Soo, U. of New South Wales
Susan K. McEvily, U. of Pittsburgh

Conference Proceedings Paper

*The Dynamics of Competitive Positioning: A
Pair-Wise Perspective*

Javier Gimeno, Texas A&M U.
Ming-Jer Chen, U. of Pennsylvania

Using Knowledge

Chair

Scott W. Geiger, Florida State U.

Discussants

Jay J. Janney, U. of Kentucky
Rita Gunther McGrath, Columbia U.

*The Influence of Flexibility in
Interorganizational Relationships on the
Productivity of Knowledge*

Greg Young, North Carolina State U.
David L. Baumer, North Carolina
State U.

*Young Firm Growth: An Empirical Study of
Industry and Firm-Specific Determinants*
Stewart Thornhill, U. of British Columbia
Raphael Amit, U. of British Columbia

*Jack and the Beanstalk: The Creation of
Dynamic Capabilities Through Knowledge
Leverage by Latecomer Firms*

John Alwyn Mathews, Australian
National U.

*The Role of Knowledge in Strategic
Organizational Change: Moving Beyond the
Choice Versus Determinism Debate*

J. L. Morrow, Jr., Mississippi State U.
James M. Bloodgood, Mississippi
State U.

9:00 am - 10:20 am
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MED, OCIS & OMT

10:40 am - 12:00 pm
Convention Center
14A

Executive Compensation

Chair

Michael Pettus, U. of Illinois,
Urbana-Champaign

Discussants

Charles E. Bamford, Texas Christian U.
Thomas J. Cottrell, U. of Calgary

*The Importance of Profit Orientation: Chief
Executive Officer Compensation at
Not-for-Profit and Investor-Owned Hospitals*
Gary T. Moskowitz, Emory U.

*Computer Industry Executives: An Analysis of
the New Baron's Compensation*
Eli Talmor, U. of California, Irvine / Tel
Aviv U.

James S. Wallace, U. of California, Irvine

*Ownership Structure, Executive Compensation,
and Firm Performance: A Comparison of
Canada and the United States*

Jean McGuire, Concordia U.
Sandra Dow, U. of Quebec, Montreal

10:40 am - 12:00 pm
Convention Center
15A

Acquisitions Part I

Chair

Rajaram Veliyath, Kennesaw State U.

Discussants

Jaume Franeveja, Purdue U.
Andrew Harris Gold, U. of North
Carolina, Chapel Hill

*Potential Corporate Synergies in Mergers and
Acquisitions: An Exploratory Analysis*
Kizhekepat Sankaran, Business

Consulting Group, Madras
William Acar, Kent State U.
Anthony J. Kos, Youngstown State U.

*Organizational Revitalization Through
Acquisitions*

Freek Vermeulen, Tilburg U.
Harry G. Barkema, Tilburg U.

Conference Proceedings Paper

*Value-Enhancement Through Acquisitions
Versus Internal Restructuring: The Role of
Boards and Shareholders*

Sayan Chatterjee, Case Western
Reserve U.
Rita D. Kosnik, Trinity U.

10:40 am - 12:00 pm
Convention Center
14B

*A Social Status Perspective on CEO
Education, Tenure, and Acquisition Tendencies*
Andrew D. Henderson, Columbia U.
Pamela R. Haunschild, Stanford U.

*Post-Acquisition Resource Redeployment and
Acquisition Performance: Are Domestic and
Cross-Border Acquisitions Different?*
Jaideep Anand, U. of Western Ontario
Laurence Capron, INSEAD

Knowledge and Competitive Advantage

Chair

Partha Mohanram, Harvard U.

Discussants

Aya S. Chacar, London Business School
Faye L. Smith, U. of Wisconsin,
Milwaukee

Competitive Advantage From Poor Knowledge
Philippe N. Baumard, U. of Versailles

*Spinning Your Wheels or Winning the Race:
Knowledge, Resources, and Advantage in the
Formula One Industry*

Mark Jenkins, Cranfield U.
Steven W. Floyd, U. of Connecticut

*CEO Trustworthiness as a Source of
Competitive Advantage: A Resource-Based
Perspective*

Kathryn A. Jones, Alcorn State U.
William Q. Judge, Jr., U. of Tennessee,
Knoxville

*Managerial Processes in the Maintenance of
Knowledge-Based Competitive Advantage*

Peter McNamara, City U.
Charles Baden-Fuller, City U.

*Knowledge Composition and Organizing
Principle: A Knowledge-Based View of the
Effects of Top Management Teams on
Organizational Performance*
Wei Shen, Texas A&M U.

10:40 am - 12:00 pm
Convention Center
16A

The Resource-Based View and Transnational Technology Management

*Joint symposium sponsored by BPS, IM &
TIM*

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10:40 am - 12:00 pm
Convention Center
17B

Shared Interest Track on Complex Self-Organizing Systems

Papers from BPS, MH & OMT

10:40 am - 12:00 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, ENT, ONE & PNS

2:30 pm - 3:50 pm
Convention Center
14A

CEO Succession and Board Leadership

Chair

Jerilyn W. Coles, Arizona State U., West

Discussant

K. C. O'Shaughnessy, Western Michigan U.

The Board and the New Chief Executive: Some Constraints on the Agency Contract Following Succession

Kevin C. Banning, Auburn U., Montgomery

Henry L. Tosi, U. of Florida

The Effect of CEO Heir Apparent Appointment on Shareholder Wealth

Wei Shen, Texas A&M U.

Albert A. Cannella, Jr., Texas A&M U.

A Meta-Analysis of Board Leadership Structure and Financial Performance: Are "Two Heads Better Than One"?

Dawna L. Rhoades, Embry Riddle Aeronautical U.

Paula L. Rechner, U. of Houston

Chamu Sundaramurthy, U. of Kentucky

2:30 pm - 3:50 pm
Convention Center
15A

Acquisitions Part II

Chair

Rachelle C. Sampson, U. of Michigan

Discussant

P.N. Subbanarasimma, U. of Waterloo

Do Investors Anticipate Hubris in Acquisitions? Human Capital and Shared Core Competence as Indicators of When Buyers Are at Risk of Overbidding

Russell W. Coff, Washington U.

Donald E. Hatfield, Virginia Polytechnic Institute and State U.

2:30 pm - 3:50 pm
Convention Center
14B

Prior Acquisition Experience: How Does It Bear on Current Transactions?

Ira C. Harris, Texas A&M U.

Timothy W. Ruefli, U. of Texas, Austin

Meso Perspectives of Acquisitions: A Review and Decision Maker Model

Mathew L. Hayward, London Business School

The Fate of Corporate Acquisitions: Using Stepfamily Theory to Predict Acquisition Retention or Divestiture

Brent B. Allred, Pennsylvania State U.

Kimberly B. Boal, Texas Tech U.

Donald D. Bergh, Pennsylvania State U.

Conference Proceedings Paper

Asset Divestiture After Business Acquisition: Failure or Reconfiguration?

Laurence Capron, INSEAD

William G. Mitchell, U. of Michigan

Anand Swaminathan, U. of Michigan

Issues in Doing Empirical Research on Knowledge: Can We Build a Body of Academic Research in This Area?
Symposium

Co-Chairs

Henry W. Chesbrough, Harvard U.

Morten T. Hansen, Harvard U.

Discussant

Ikujiro Nonaka, Hitotsubashi U.

The Knowledge Disclosure Dilemma of Software Startup Firms: The Limits to Keeping Secrets Secret

Henry W. Chesbrough, Harvard U.

Issues in Conducting a Network Study of Interunit Knowledge Sharing in Multiunit Firms
Morten T. Hansen, Harvard U.

Exploring Internal Stickiness

Gabriel Szulanski, U. of Pennsylvania

2:30 pm - 3:50 pm
Convention Center
15B

Modeling Competitive Dynamics

Joint symposium sponsored by BPS & OMT

2:30 pm - 3:50 pm
Convention Center
16A

Advancements in Measuring Technological Change

Joint symposium sponsored by BPS & TIM

2:30 pm - 3:50 pm
Marriott North
Columbia 2

**Shared Interest Track on
Cognitive Processes in Decision
Making**

Papers from BPS, MOC & RM

2:30 pm - 3:50 pm
Convention Center
17B

**Shared Interest Track on
Organizational Learning**

Papers from BPS, OMT & ONE

2:30 pm - 3:50 pm
Westin
Harbor A&B

**Shared Interest Track on
Learning to Do Mergers and
Acquisitions**

Papers from BPS, IM, MOC & OB

2:30 pm - 3:50 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, GDO, IM & SIM

4:10 pm - 5:30 pm
Convention Center
14B

Stock Ownership

Chair

Michael J. Dowling, U. of Regensburg

Discussants

Barbara R. Bartkus, Old Dominion U.

Brian K. Boyd, Arizona State U.

*Distribution of Ownership, Risk, and the
Strategic Conduct of Family Firms*

William S. Schulze, U. of Connecticut

Richard N. Dino, U. of Connecticut

*For Better or For Worse: Effects of
Management Stock Ownership on Performance,
Commitment, and Agency in a Longitudinal
Study of California Banks*

David E. Olson, U. of Arizona

Kenneth W. Koput, U. of Arizona

Barry M. Staw, U. of California, Berkeley

*Large Shareholders and Private Benefits: The
Relationship Between Bank Shareholdings and
the Capital Structure and Performance of Firms
in Spain*

Alvaro Cuervo-Cazurra, Massachusetts
Institute of Technology

*Ownership Structure and the Boundaries of the
Firm: How Large-Block Family Owners Lead
to Increased Vertical Integration,
Diversification, and Superior Firm Performance*

David L. Kang, Harvard U.

4:10 pm - 5:30 pm
Convention Center
14A



**How Will Strategic Management
Matter in the 21st Century
Symposium**

Chair

Patrick A. Sullivan, U. S. International U.

Presenters

H. Igor Ansoff, U. S. International U.

Henry Mintzberg, McGill U.

4:10 pm - 5:30 pm
Marriott North
San Diego A

**Looking to the Future: How
Advanced Technologies Are
Reshaping Organizations**

*This symposium explores how advanced technologies
are influencing business and educational
organizations. Panelists will describe major trends
related to advanced technologies and their current
effects on organizations. In addition, the presenters
will discuss their visions of anticipated advances in
technology, and how they are likely to shape future
organizations.*

*Showcase symposium sponsored by BPS, OCIS
& TIM*

4:10 pm - 5:30 pm
Convention Center
15B

Alliances and Networks

Joint symposium sponsored by BPS & OMT

4:10 pm - 5:30 pm
Convention Center
16A

**The Dynamics of Long-Term
Competitive Advantage: A
Comparison of the Chemical
Industries in the U.S., Britain,
Germany, and Japan since 18**

Joint symposium sponsored by BPS & TIM

4:10 pm - 5:30 pm
Westin
Harbor A&B

**Shared Interest Track on
Effects of Interpersonal Trust**

Papers from BPS, CM, OB & OMT

4:10 pm - 5:30 pm
Convention Center
17B

**Shared Interest Track on
Cooperation in Competition and
Vice Versa**

Papers from BPS, CM, HCM & OMT

4:10 pm - 5:30 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MH, OMT & SIM

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5:30 pm – 6:30 pm
Convention Center
14A

Division Business Meeting

Division Chair
Harbir Singh, U. of Pennsylvania

Free Press Outstanding Dissertation Award Presentation

Edward J. Zajac, Northwestern U.

6:30 pm - 7:30 pm
Convention Center
14B

Social Hour

Sponsored by Free Press

9:00 am - 10:20 am
Westin
Harbor A&B

A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?

This will be a provocative and highly interactive session on current topics in diversity. Topics for panel audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.

Showcase symposium sponsored by CAR, GDO & HR

CAREERS

9:00 am - 10:20 am
Westin
Library

The Relocation Decision: Motives and Implications

Chair
Amy E. Hurley, Chapman U.

Discussants
Deborah R. Ettington, Eastern Michigan U.
Karen L. Newman, Georgetown U.

Employee Willingness to Engage in Intragovernmental Relocation: An Integration and Replication
Lillian T. Eby, U. of Georgia
Joyce E. A. Russell, U. of Tennessee, Knoxville

In Their Own Words: Mobile Managers Explicate the Situational Antecedents of Job Relocation Decisions
David J. Kennedy, Griffith U., Gold Coast

Melting Pot or Salad Bowl? The Role of Identity in International Work Transitions
Leisa D. Sargent, Queensland U. of Technology

9:00 am - 10:20 am
Westin
Balboa

Shared Interest Track on Jobs and Careers in Virtual Organizations

Papers from CAR, HR & OMT

10:40 am - 12:00 pm
Westin
Library

Bounds to Boundarylessness? A Debate on the Structure of Careers Near the Turn of the Century

Chair
Hugh P. Gunz, U. of Toronto

Panel
Michael B. Arthur, Suffolk U.
Allan Bird, California Polytechnic State U.
Martin M. Greller, U. of Wyoming
Paul M. Hirsch, Northwestern U.
Candace Jones, Boston College

10:40 am - 12:00 pm
Westin
California C

Job Loss, Coping, and Reemployment

Joint symposium sponsored by CAR & OB

4:10 pm - 5:30 pm
Westin
Library

Career Change: Choices and Constraints

Chair
Veronica N. Wan-huggins, Georgia State U.

Discussants
Stanley B. Malos, San Jose State U.
Madeline Crocitto, State U. of New York, Old Westbury

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*A Social Cognitive View of Career Intentions:
The Influence of Personality, Self-Efficacy,
Performance, and Meaningfulness*

Catherine E. Schwoerer, U. of Kansas
Douglas R. May, U. of Nebraska
Elaine C. Hollensbe, U. of Kansas

**Conference Proceedings Paper
Winner of Careers Division Best Paper
Award**

*Changing Careers: The Effects of Social
Context*

Monica C. Higgins, Harvard U.

*Unmet Expectations: The Effect of Status
Inconsistency on Quitting and Internal Job
Changing*

W. E. Douglas Creed, Boston College

4:10 pm - 5:30 pm

Westin
California B

**New Directions in Work-Family
Research: Advances and Paradoxes**

*Joint symposium sponsored by CAR, GDO &
OB*

4:10 pm - 5:30 pm

Westin
California C

**Kissing the Company Man Good Bye:
Research Into the Changing Nature
of the Employer-Employee
Relationship**

*Joint symposium sponsored by CAR, CM &
OB*

5:30 pm - 7:00 pm

Westin
Library

Business Meeting

Division Chair

Sherry E. Sullivan, Bowling Green
State U.

7:00 pm - 8:00 pm

Westin
Harbor A&B

Social Hour

CONFLICT MANAGEMENT

8:30 am - 10:20 am
Westin

Imperial

The Practice of Dispute Resolution

Chair

Michael Gross, Arizona State U.

*In Whose Interest? A First Look at National
Survey Data on Interest-Based Bargaining in
Labor Relations*

Joel E. Cletcher-Gershenfeld, Babson
College / Massachusetts Institute of
Technology

Thomas A. Kochan, Massachusetts
Institute of Technology

John Calhoun Wells, FMCS

Conference Proceedings Paper

Arb-Med: A Third Party Role With Potential
William H. Ross, U. of Wisconsin, La
Crosse

Donald E. Conlon, Michigan State U.

*A Balanced Approach to Conflict Management
in Multistakeholder Round Table Processes*

Cathy Driscoll, Saint Mary's U

*A Close Encounter: Conflict and Intermediate
School Principals*

Patricia M. Seybolt, U. of Utah

Nancy D. McCormick, Washington
Elementary

9:00 am - 10:20 am

Westin
California C

**An Eye for an Eye, or Turn the
Other Cheek: Revenge and
Forgiveness in Organizations**

Joint symposium sponsored by CM, OB & SIM

10:40 am - 12:00 pm

Westin
Balboa

**Shared Interest Track on
Prejudice in the Workplace**

Papers from CM, GDO, HR & OB

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10:40 am - 12:00 pm
Westin
Imperial

What Matters Most About Employee Privacy Rights: A Dialogue on Surveillance, Technology, and Organizational Control
Symposium

Chair
Cliff Cheng, U. of Southern California

Discussants
Stewart Clegg, U. of Technology, Sydney
John M. Jermier, U. of South Florida

Dogging the Snoops: Can We Turn the Tables on Workplace Surveillance?
Graham Sewell, U. of Melbourne

Sustaining the Line of Work Role Performance Without a Backstage: Implications of Employee Surveillance and the Perception of Privacy Loss
Cliff Cheng, U. of Southern California

Privacy in the Workplace: Overview and Recent Developments
Thomas Pfister, Latham & Watkins
Andrew Paley, Latham & Watkins

Privacy Beyond the Workplace: How Workplace Privacy Issues Encroach on Civil Liberties and Community Participation
Bruce Barry, Vanderbilt U.

Lack of Privacy as a Source of Stress
Cynthia Cordes, State U. of New York,
Binghamton

2:30 pm - 3:50 pm
Westin
Imperial

Power and Social Accounts: Judges, Bosses, and Reviewers

Chair
Linda L. Putnam, Texas A&M U.

Interdependence of Competing Groups: How Power, Legitimacy, and Precedent Affect the Integrative Complexity of the Majority
Deborah H. Gruenfeld, Northwestern U.
Peter H. Kim, Northwestern U.
Jared N. Preston, Northwestern U.

Beyond Structure: The Role Social Accounts Play in Developing Ideological Control in Turn-of-the-Millennium Organizations
Anthony T. Cobb, Virginia Polytechnic Institute and State U.
Carroll Stephens, Virginia Polytechnic Institute and State U.
George Watson, St. John's U., New York

2:30 pm - 3:50 pm
Westin
Balboa

What is Good (Bad) Reviewer Behavior? An Analysis of Authors' Views in the Field of Management
Dennis P. Bozeman, U. of Houston
Marc D. Street, Florida State U.
Jack T. Fiorito, Florida State U.

Shared Interest Track on Openness to Intellectual Diversity

Papers from CM, MOC, OB & OMT

4:10 pm - 5:30 pm
Westin
California C

Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship

Joint symposium sponsored by CAR, CM & OB

4:10 pm - 5:30 pm
Westin
Harbor A&B

Shared Interest Track on Effects of Interpersonal Trust

Papers from BPS, CM, OB & OMT

4:10 pm - 5:30 pm
Convention Center
17B

Shared Interest Track on Cooperation in Competition and Vice Versa

Papers from BPS, CM, HCM & OMT

ENTREPRENEURSHIP

8:30 am - 10:20 am
Marriott South
Point Loma

Role of Social Networks in Entrepreneurship

Chair
Antoine Hermens, U. of Technology,
Sydney

Discussants
Bruce Kemelgor, U. of Louisville
Russell Wayne Wright, U. of Illinois,
Urbana-Champaign

Business Bonds: The Effect of Social Capital on Small Business Decisions and Success
Hongseok Oh, Pennsylvania State U.
Daniel J. Brass, Pennsylvania State U.

Entrepreneurial Networks: Antecedents and Consequences

Lene Foss, U. of North Carolina,
Chapel Hill

Opportunity Development as a Socio-Cognitive Process: The Case of Serial Entrepreneurs

Alice J. de Koning, INSEAD
Daniel F. Muzyka, INSEAD

Organizational Learning and the Role of the Network Broker in Small-Firm Manufacturing Networks

Sherrie E. Human, Xavier U.
Keith G. Provan, U. of Arizona

**Conference Proceedings Paper
Winner of Entrepreneurship Theory and Practice Best Conceptual Paper Award**

The Evolution of Entrepreneurial Dyadic Network Ties Over the Early Firm Life Cycle

Julie M. Hite, U. of Utah

10:40 am - 12:00 pm
Marriott South
Point Loma

Issues of Growth in Entrepreneurial Firms

Chair

S. Michael Camp, National Center for
Entrepreneurial Research, Kauffman
Foundation

Discussants

Calvin Bacon, U. of Georgia
Candida G. Brush, Boston U.

Does Money Matter? Wealth Attainment as the Motive for Initiating Growth-Oriented Technology Ventures

Raphael Amit, U. of British Columbia
Kenneth R. MacCrimmon, U. of British
Columbia
John M. Oesch, Northwestern U.
Charlene E. Zietsma, U. of British
Columbia

More on the Determinants of Satisfaction for Entrepreneurs

Gregory Brian Murphy, U. of Nebraska,
Omaha
Elizabeth J. Gatewood, U. of Houston

10:40 am - 12:00 pm
Marriott South
Marina D

Conference Proceedings Paper

Resources, Strategy, and Performance of Growth-Oriented SMEs

James G. Almeida, London Business
School

Harry J. Sapienza, London Business
School / U. of South Carolina

Michael Hay, London Business School

The Temporal Dynamics of Entrepreneurial Growth: An Event Structure Analysis in an Entrepreneurial Firm

Eric A. Morse, U. of Victoria

Alex Stewart, Texas Tech U.

Kevin Learned, Boise State U.

10:40 am - 12:00 pm
Marriott South
Marina E

HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda

Joint symposium sponsored by ENT & HR

Interactive Paper Session

Papers from BPS, ENT, ONE & PNS

2:30 pm - 3:50 pm
Marriott South
Point Loma

Innovations in Entrepreneurship Research: New Initiatives and Opportunities Using Large Databases

Chair

S. Michael Camp, National Center for
Entrepreneurial Research, Kauffman
Foundation

Panel

Joseph F. Porac, U. of Illinois,
Urbana-Champaign
Timothy G. Pollock, U. of Illinois,
Urbana-Champaign
Ramona K. Z. Heck, Cornell U.
Theresa M. Welbourne, Cornell U.

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4:10 pm - 5:30 pm
Marriott South
Point Loma

Risk, Survival, and Failure

Chair
Randolph Hollerith Case, Boston College

Discussants
Jeffrey R. Cornwall, U. of St. Thomas
Myra Hart, Harvard U.

Crisis Management: Danger and Opportunity for Entrepreneurs

Christine L. Porath, U. of North Carolina, Chapel Hill
Christine M. Pearson, U. of North Carolina, Chapel Hill

Differentiating Between Firm Closures and Failures

Julio O. De Castro, U. of Colorado, Boulder
Sharon A. Alvarez, U. of Colorado, Boulder

Failure in Franchising

Steven Craig Michael, U. of Illinois, Urbana-Champaign

Falling Forward: Applying Real Options Reasoning to Failure in the Entrepreneurial Process

Rita Gunther McGrath, Columbia U.

Conference Proceedings Paper Winner of Michael H. Mescon Best Empirical Paper Award

Organizational Survival in Small-Firm Clusters
Udo Staber, U. of New Brunswick, Fredericton

9:00 am - 10:20 am
Westin
Harbor A&B

Gender Similarities and Differences in the Process of Advancing in Management: Going Up?

Phyllis Tharenou, Monash U.

Managerial Career Success in Canadian Organizations: Is Gender a Determinant?
Denis Gilles Chênevert, HEC, Montreal
Michel Tremblay, HEC, Montreal

How We Define Success: A Study of What Matters Most to Women and Men

Lorraine S. Dyke, Carleton U.
Steven A. Murphy, Carleton U.

A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?

This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/ audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/ salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.

Showcase symposium sponsored by CAR, GDO & HR

9:00 am - 10:20 am
Westin
California A

Opening the Black Box of Organizational Demography: Current Research Advances

Joint symposium sponsored by GDO, HR & ODC

10:40 am - 12:00 pm
Marriott South
Solana

Work/Family Programs and Alternative Work Arrangements: Benefits for Individuals and Organizations

Chair
Jeffrey Greenhaus, Drexel U.

Discussant
Beverly J. DeMarr, Davenport College

They Don't See My Face Very Often: The Emotion Work of Teleworking Employees
Kiran Mirchandani, Saint Mary's U

GENDER & DIVERSITY IN ORGANIZATIONS

8:30 am - 10:20 am
Marriott South
Solana

Gender and Managerial Career Success

Chair
Joy Schneer, Rider U.

Discussant
Gary N. Powell, U. of Connecticut

Career Satisfaction: The Career Paths Women Want and the Paths That They Follow

Kimberly-Ann Eddleston, U. of Connecticut

*Beliefs About Dual-Career Relationships:
Towards the Development of a Construct*
Barrie E. Litzky, Drexel U.
Rachel S. Becker, Drexel U.
Saroj Parasuraman, Drexel U.

*The Performance Effect of Work-Family
Programs*
Alison M. Konrad, Temple U.
Robert Mangel, Temple U.

10:40 am - 12:00 pm
Marriott North
San Diego B
**Using Realistic Stimulus Materials to
Study Sexual Harassment Decisions:
Some Expected and Unexpected
Outcomes**

*Joint symposium sponsored by GDO, OB &
RM*

10:40 am - 12:00 pm
Marriott North
Columbia 2
**Shared Interest Track on
Management Discourse**

Papers from GDO, OMT & RM

10:40 am - 12:00 pm
Westin
Balboa
**Shared Interest Track on
Prejudice in the Workplace**

Papers from CM, GDO, HR & OB

2:30 pm - 3:50 pm
Marriott South
Solana
**Firm- and Board-Level Outcomes of
Diversity**

Chair
Elaine K. Yakura, Michigan State U.

Discussant
Joyce E. A. Russell, U. of Tennessee,
Knoxville

*A Different Voice in the Boardroom: How the
Presence of Women Directors Affects Board
Influence Over Management*
Nanette Fondas, Southern Methodist U.
Susan Sassalos, U. of California,
Riverside

*Linking Gender Diversity to Organizational
Performance: The Impact of Identity-Conscious
and Identity-Blind Human Resource
Management Programs*

Susan L. Kirby, U. of Texas, Pan
American
Orlando Curtae' Richard, Louisiana
Tech U.
Eric G. Kirby, U. of Texas, Pan
American

**Winner of GDO Division Best Paper
Based on a Dissertation**

*The Performance Impact of Coalescing Racial
Diversity With a Growth Strategy: Evidence
From the U.S. Banking Industry*
Orlando Curtae' Richard, Louisiana
Tech U.

2:30 pm - 3:50 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, GDO, IM & SIM

4:10 pm - 6:00 pm
Marriott South
Marina D

Toward Eco-Humanism

*Joint symposium sponsored by GDO, ONE &
SIM*

4:10 pm - 5:30 pm
Westin
California B

**New Directions in Work-Family
Research: Advances and Paradoxes**

*Joint symposium sponsored by CAR, GDO &
OB*

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HEALTH CARE MANAGEMENT

8:30 am - 10:20 am
Marriott South
Green Room

Burnout, Turnover, and Dismissal in Health Care Settings

Chair

Ashish Chandra, Xavier U. of Louisiana

Discussants

Michael Abelson, Texas A&M U.
S. Robert Hernandez, U. of Alabama,
Birmingham

The Impact of Individual Differences on Role Conflict and Burnout: The Role of the Five Factors

Kelly L. Zellars, Florida State U.
Pamela L. Perrewe, Florida State U.
Wayne A. Hochwarter, U. of Alabama

Conference Proceedings Paper Winner of HCM Division Best Paper Based on a Dissertation Award

An Exploration of the Differential Relationship Between the Dimensions of Burnout and Their Correlates Among Emergency Medical Physicians

Eric A. Goodman, Fort Hays State U.
R. Wayne Boss, U. of Colorado, Boulder

The Interactive Effects of Role Conflict and Collective Efficacy on Satisfaction and Intent to Turnover in a Healthcare Environment

Wayne A. Hochwarter, U. of Alabama
Kelly L. Zellars, Florida State U.
Pamela L. Perrewe, Florida State U.

The Etiology of Employee Dismissal: Development and Test of a Model

Dennis P. Bozeman, U. of Houston

10:40 am - 12:00 pm
Marriott South
Marina F

The Transformation of Health Care Systems: Emergent Organizational Forms and Processes

Joint symposium sponsored by HCM & ODC

2:30 pm - 3:50 pm
Marriott South
Green Room

Analyses of Performance in Hospitals

Chair

Heather Elms, U. of Florida

Discussants

Debra H. Tennyson, Birmingham
Southern College
R. Lawrence Van Horn, U. of Rochester

Hospital Managers' Choice of Performance Referents Pre and Post Turnaround Christopher L. Shook, Northern Illinois U.

Timothy B. Palmer, Louisiana State U.
David J. Ketchen, Jr., Louisiana State U.

Strategic Linkage Consistency and Firm Performance: An Empirical Exploration of Hospital Systems

Nicole L. Dubbs, Northwestern U.
Stephen M. Shortell, Northwestern U.

The Effects of Ownership and Environmental Pressures on Hospital Inefficiency Michael D. Rosko, Widener U.

4:10 pm - 5:30 pm
Marriott South
Green Room

Distinguished Speaker

Chair

Howard L. Smith, U. of New Mexico

Distinguished Speakers

Neill Piland, Medical Group
Management Association
Barry Greene, Medical Group
Management Association
Deborah L. Walker, Boehm and Walker
Consultants

4:10 pm - 5:30 pm
Convention Center
17B

Shared Interest Track on Cooperation in Competition and Vice Versa

Papers from BPS, CM, HCM & OMT

6:00 pm - 6:30 pm
Marriott South
Green Room

Business Meeting

Chair

Stephen J. O'Connor, U. of Wisconsin,
Milwaukee

6:30 pm - 8:00 pm
Marriott South
Cardiff

Social Hour

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HUMAN RESOURCES

8:30 am - 10:20 am
Westin
Plaza A

Reaction to Staffing Approaches and Techniques

Chair

John A. Lust, Illinois State U.

Discussants

Robert G. Jones, Southwest Missouri State U.

Donald C. Mosley, Jr., Mississippi State U.

Conference Proceedings Paper Winner of HR Divisions Best Student Paper Award

A Multilevel Perspective on Personnel Selection

Robert Edwin Ployhart, Michigan State U.

Assessment Centers and What They Measure: Disentangling Assessee, Assessor, Exercise, and Dimension Effects

Filip Lievens, U. of Ghent

Incremental Validity of Empirically Keyed Biodata Scales Over GMA and the Five-Factor Model of Personality

Michael K. Mount, U. of Iowa

Lawrence A. Witt, Barnett Banks, Inc.

Terry W. Mitchell, MPORT Management Solutions

Murray R. Barrick, U. of Iowa

Innovative Policies and Applicant Attraction to Organizations

Barbara L. Rau, U. of Wisconsin, Oshkosh

MaryAnne M. Hyland, Rutgers U., New Brunswick

The Effects of Measurement Structure on the Predictive Validity of Assessment Center Dimensions: The Clinical-Statistical Debate Revisited

James M. LeBreton, U. of Tennessee, Knoxville

John F. Binning, Illinois State U.

Matthew S. Hesson-McInnis, Illinois State U.

8:30 am - 10:20 am
Westin
California B

Psychological Contracts Are Local: International Perspectives on the Employment Relationship

This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.

Showcase symposium sponsored by HR, IM & OB

9:00 am - 10:20 am
Westin
Presidio

The Use of Information Technology to Enhance the Management of Human Resources

Chair

Marcia P. Miceli, Ohio State U.

Discussant

Robert Eder, Portland State U.

Conference Proceedings Paper Winner of HR Division Best Paper Award *Determinants of Compensation for Information Technology Professionals: Modeling Cross-Level Interactions*

Ang Soon, Nanyang Technological U.

Sandra Slaughter, Carnegie Mellon U.

Kok Yee Ng, Michigan State U.

Employee Reactions to Electronic Performance Monitoring: The Role of Organizational Culture

G. Stoney Alder, U. of Colorado, Boulder

The Effects of Information Management Policies on Reactions to Human Resource Information Systems: An Integration of Privacy and Procedural Justice Perspectives

Erik R. Eddy, Executive Consulting Group, Inc.

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9:00 am - 10:20 am
Westin
Harbor A&B

A Critical Look at Current Topics in Diversity: What Should Matter? Versus What Does Matter?

This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.

Showcase symposium sponsored by CAR, GDO & HR

9:00 am - 10:20 am
Westin
California A

Opening the Black Box of Organizational Demography: Current Research Advances

Joint symposium sponsored by GDO, HR & ODC

9:00 am - 10:20 am
Westin
Balboa

Shared Interest Track on Jobs and Careers in Virtual Organizations

Papers from CAR, HR & OMT

10:40 am - 12:00 pm
Westin
Presidio

Failing to Find Fit in SHRM: Problems and Prospects Symposium

Chair
Patrick M. Wright, Cornell U.

Discussant
Jeffrey Pfeffer, Stanford U.

Failing to Find Fit in SHRM: Theoretical and Empirical Problems

Patrick M. Wright, Cornell U.
W. Scott Sherman, Pepperdine U.

Opening the Black Box of Fit in Strategic Human Resource Management
Ellen Ernst Kossek, Michigan State U.
Elaine K. Yakura, Michigan State U.

Strategic Human Resource Management and Notions of 'Fit'

John E. Delery, U. of Arkansas

The Impact of High Performance Work Systems, HR Management Effectiveness, and Intellectual Capital on Shareholder Wealth
Mark A. Huselid, Rutgers U., Livingston

10:40 am - 12:00 pm
Westin
Plaza A

Institutional and Labor Market Considerations in Shaping HR Policies

Chair
Donna Blencero, Arizona State U.

Discussants
Daniel G. Gallagher, James Madison U.
Greg Hundley, Purdue U.

A Tale of Two Job Markets: Comparing the Hiring Practices of Large and Small Organizations

Alison E. Barber, Michigan State U.
Michael J. Wesson, Michigan State U.
Quinetta M. Roberson, U. of Maryland
M. Susan Taylor, U. of Maryland

Chinese and U.S. Managers' Compensation Award Decisions: A Policy-Capturing Comparative Study

Jing Zhou, Texas A&M U.
Joseph J. Martocchio, U. of Illinois, Urbana-Champaign

Extending the Social Exchange Model of Union Commitment: An Examination of Steward Leadership and Union Justice

Jerry Bryan Fuller, Jr., Arkansas State U., Fort Smith
Kim Hester, Arkansas State U., Jonesboro

Union Participation, Job Satisfaction, and Employee Turnover: An Event History Analysis of the Exit-Voice Hypothesis
Roderick Dale Iverson, U. of Melbourne
Douglas B. Currivan, U. of Iowa

10:40 am - 12:00 pm
Marriott South
Marina D

HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda

Joint symposium sponsored by ENT & HR

10:40 am - 12:00 pm
Westin
California A

Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads

Joint symposium sponsored by HR & OB

10:40 am - 12:00 pm
Westin
Balboa

Shared Interest Track on Prejudice in the Workplace

Papers from CM, GDO, HR & OB

10:40 am - 12:00 pm
Marriott South
Torrance

**Shared Interest Track on
HRM Practices in Different
Countries**

Papers from HR, IM & PNS

2:30 pm - 3:50 pm
Marriott North
San Diego A

**What Matters Most: Religious
Beliefs and the Workplace**

From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.

Showcase symposium sponsored by HR, MH & SIM

4:10 pm - 5:30 pm
Westin
Plaza A

**Business Meeting and Conversation
With the SHRM Foundation**

Division Chair

Jeanette Cleveland, Colorado State U.

Speaker

K. Michele Kacmar, Florida State U. /
Director, SHRM Foundation

Facilitators

Mary A. Gowan, U. of North Carolina,
Charlotte

Debra Major, Old Dominion U.

Stella Nkomo, U. of North Carolina,
Charlotte

5:30 pm - 7:30 pm
Westin
California A

Social Hour

8:30 am - 10:20 am
Westin
California B

**Psychological Contracts Are Local:
International Perspectives on the
Employment Relationship**

This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.

Showcase symposium sponsored by HR, IM & OB

8:30 am - 10:20 pm
Convention Center
7B

**Political Risk and International
Management**

Chair

Michele A. Govekar, Ohio Northern U.

Discussant

Jean J. Boddewyn, City U. of New York

Bargaining Power: A Review and Critique
Timothy P. Blumentritt, U. of South
Carolina

*The Institutional Environment for Multinational
Investment*

Witold Jerzy Henisz, U. of California,
Berkeley

Alan E. Ellstrand, California State U.,
Long Beach

Laszlo Tihanyi, California State U.,
Fullerton

Jonathan L. Johnson, U. of Arkansas

8:30 am - 10:20 am
Convention Center
16B

**GLOBE -- A 60 Nation Study of
Culture and Leadership: Multiple
Methodologies and Initial Findings**

Joint symposium sponsored by IM, OB & OMT

INTERNATIONAL MANAGEMENT

8:30 am - 10:20 am
Convention Center
16A

**Tacit Knowledge Across Borders and
Cultures: What Is It? Can It Be
Transferred? Can It Be Measured?
Can It Be Managed?**

Joint symposium sponsored by BPS, IM & TIM

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8:30 am - 10:20 am
Convention Center
7A

Expatriate Issues in International Management

Chair
Kamal Fatehi, Texas A&M U.,
International U.

Discussant
Jeanne M. McNett, Assumption College

Expatriate Issues in German, Japanese, U.K., and U.S. Multinational Companies: A Comparative Study

Zsuzsanna Tungli, London Business School

Maury A. Peiperl, London Business School

Conference Proceedings Paper

Struggling With What Matters Most: Conflicts Between Work and Family on International Assignments

Margaret A. Shaffer, Hong Kong Polytechnic U.

David A. Harrison, U. of Texas, Arlington

K. Matthew Gilley, James Madison U.
Dora Luk, Hong Kong Polytechnic U.

Transformational Leadership: Implications for Expatriate Managers

J. Bruce Tracey, Cornell U.
Jeffrey P. Shay, Cornell U.

8:30 am - 10:20 am
Convention Center
8

Culture's Consequences for Organizational Behavior and Negotiations

Chair
Stephen E. Weiss, York U.

Discussant
Dan Ondrack, U. of Toronto

National Absence Cultures: Dimensions and Consequences

Helena M. Addae, U. of West Indies, St. Augustine / Concordia U.

Gary Johns, Concordia U.

Impact of National Culture on Managerial Influence Tactics: A Comparison Between U.S. and China

Ping Ping Fu, State U. of New York, Albany

Gary Yukl, State U. of New York

10:40 am - 12:00 pm
Convention Center
7A

Intercultural Account-Giving: The Influence of National Culture on Face Concerns and Accounts

Jasmine Tata, Loyola U., Chicago

The Role of Affect in Cross-Cultural Negotiations

Jennifer M. George, Texas A&M U.
Gareth R. Jones, Texas A&M U.
Jorge A. Gonzalez, Texas A&M U.

Knowledge Transfer Within Multinational Enterprises

Chair
J. Bernard Keys, Georgia Southern U.

Discussant
Udo Zander, Stockholm School of Economics

Knowledge Transfer Within a Multinational Enterprise: Leveraging Cultural Differences Across Subsidiaries

Katsuhiko Shimizu, Texas A&M U.

Multinational Firms, Strategic Alliances, and the Market: A Comparative Test of Cross-Border Knowledge Transfer in the Semiconductor Industry

Paul Almeida, Georgetown U.
Robert Grant, Georgetown U.
Jaeyong Song, Columbia U.

Conference Proceedings Paper
Transfer and Sharing of Local Knowledge Within the Firm and Entry Into New International Markets

Michael D. Lord, Wake Forest U.
Annette L. Ranft, West Virginia U.

10:40 am - 12:00 am
Convention Center
7B

Culture, Justice, and Rewards

Chair
Paul D. Sweeney, Marquette U.

Discussant
Terri Robin Lituchy, Concordia U.

A Cross-Cultural Comparison of the Effects of Distributive and Procedural Justice

Dail L. Fields, George Washington U.
Mary Pang, City U. of Hong Kong
Catherine Chiu, City U. of Hong Kong

Conference Proceedings Paper

An Empirical Investigation of the Influences of Individualism/Collectivism, Recipient Group Membership, and Recipient Performance Differentiation on Reward Behavior in Third Person Allocation Situations
Paul A. Fadil, Valdosta State U.
Lee P. Stepina, Florida State U.
Sherry E. Moss, Florida International U.
William Fredenberger, Valdosta State U.

Effects of Leader Rewards and Punishments: A Cross-Cultural Examination of a 'Culture-Free' Theory
Tai-Kuang Peng, Chinese Naval Academy
Mark F. Peterson, Texas Tech U. / Florida Atlantic U.

The Impact of Ingroup-Outgroup Relations on Reward Allocation: A Cross-Cultural Comparison of Mexico and the United States
Carolina B. Gomez, U. of Houston
Bradley L. Kirkman, U. of North Carolina, Greensboro
Debra L. Shapiro, U. of North Carolina, Chapel Hill

10:40 am - 12:00 pm
Convention Center
8

Form of IB Involvement and International Services

Chair
Karin Fladmoe-Lindquist, U. of Utah
Discussant
Hans Schollhammer, U. of California, Los Angeles

Explaining the Propensity to Franchise: An Empirical Examination of the International Hotel Industry
Farok J. Contractor, Rutgers U., Newark
Sumit Kumar Kundu, Saint Louis U.
A Bank-Level Empirical Analysis of Organizational Form Preferences of U.S. Banks
Arvind Parkhe, Indiana U., Bloomington
Stewart R. Miller, Indiana U., Bloomington

10:40 am - 12:00 pm
Convention Center
15B

Change of Entry Mode: Switching Motivators and Barriers
Torben Pedersen, Copenhagen Business School
Bent Petersen, Copenhagen Business School
Gabriel Benito, Norwegian School of Management

Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances

Joint symposium sponsored by IM, OB & OMT

10:40 am - 12:00 pm
Convention Center
16A

The Resource-Based View and Transnational Technology Management

Joint symposium sponsored by BPS, IM & TIM

10:40 am - 12:00 pm
Convention Center
16B

The Influence of Cross-Cultural Factors on Information Seeking Activities

Joint symposium sponsored by IM & OB

10:40 am - 12:00 pm
Marriott South
Torrance

Shared Interest Track on HRM Practices in Different Countries

Papers from HR, IM & PNS

2:30 pm - 3:50 pm
Convention Center
16B

Sensemaking in Complex Cultures

Joint symposium sponsored by IM & OB

2:30 pm - 3:50 pm
Westin
Harbor A&B

Shared Interest Track on Learning to Do Mergers and Acquisitions

Papers from BPS, IM, MOC & OB

2:30 pm - 3:50 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, GDO, IM & SIM

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2:30 pm - 3:50 pm
Convention Center
7A

International Acquisitions

Chair

Kunal Banerji, West Virginia U.

Discussant

Jeffrey Krug, U. of Illinois,
Urbana-Champaign

The Role of Downstream Assets in Determining Mode of Foreign Entry

Jaideep Anand, U. of Western Ontario
Andrew Delios, U. of Western Ontario

Multinational Acquisition Integration: The Role of National Culture and Organization Structure

David M. Brock, U. of Auckland
Stuart E. Buchanan, U. of Auckland
Barbara Parker, Seattle U.

Acquiring in the U.S.: A Long-Term Look at Foreign Bidder Performance

Lois M. Shelton, U. of Illinois, Chicago

2:30 pm - 3:50 pm
Convention Center
7B

Explanations of Foreign Direct Investment

Chair

Anju Seth, U. of Illinois,
Urbana-Champaign

Discussant

Susan Godar, Saint Mary's College of
Maryland

A Note on Asset-Seeking Foreign Direct Investment

Shige Makino, Chinese U. of Hong Kong

Antecedents of "Follow-the-Leader" Behavior in International Equity Alliances in Canada and Latin-America

Javier Gimeno, Texas A&M U.
Robert E. Hoskisson, U. of Oklahoma
Brent D. Beal, Texas A&M U.
William P. Wan, Texas A&M U.

An Exploration of Whether Dunning's Eclectic Theory Is Descriptive or Normative: Does it Predict the Best or Most Common Entry Modes?

Steve Werner, U. of Houston
Lance Eliot Brouthers, U. of Texas, San Antonio
Keith D. Brouthers, U. of East London
Brian Murray, U. of Texas, San Antonio

2:30 pm - 3:50 pm
Convention Center
8

Owner Managers' Networking and Their Strategic Decisions

Ho-Ching Wei, Swinburne U. of
Technology
Christodoulos C. Christodoulou,
Swinburne U. of Technology

International Joint Ventures: Design and Performance

Chair

John Z. Yang, Fordham U.

Discussant

Richard N. Osborn, Wayne State U

Dynamic Designs of International Joint Ventures: Empirical Evidence From Chinese-Japanese Cases

Haiyang Li, City U. of Hong Kong
Yan Zhang, U. of Southern California

An Examination of International Joint Venture Survival in a Transitional Economy

H. Kevin Steensma, Pennsylvania State U.
Marjorie A. Lyles, Indiana U.,
Indianapolis

Commission and Omission: Which Behavior Matters Most in Interfirm Ventures?

Africa Ariño, IESE, U. of Navarra,
Barcelona

4:10 pm - 5:30 pm
Convention Center
7A

Commitment Across Cultures and Organizations

Chair

Michal Mor Barak, U. of Southern
California

Discussant

Peter W. Dorfman, New Mexico State

Commitment to Multinational Enterprises Among Overseas Managers: Does Culture Matter?

Peter W. Hom, Arizona State U.
Leslie E. Palich, Baylor U.

A Cross-Cultural Examination of the Relationship Between Commitment Forms and Work and Nonwork Outcomes: A Comparison of Arab and Jewish Nurses in Israel

Aaron Cohen, U. of Haifa

Conference Proceedings Paper

Will Types of Economic Ownership Matter in Getting Employees to Commit: An Exploratory Study in the People's Republic of China

Warren Chiu, Hong Kong Polytechnic U.
Choi K. Wan, Hong Kong Polytechnic U.
Gina Lai, Hong Kong Baptist U.

4:10 pm - 5:30 pm
Convention Center
7B

International Business and Society

Chair

S. Prakash Sethi, City U. of New York

Discussant

Philip L. Cochran, Pennsylvania State U.

Blade Runner Capitalism, the Transnational Corporation, and Commodification: Implications for Cultural Integrity

Marc T. Jones, U. of Auckland

Stakeholder Configuration as Reflecting the Institutional Environment of the Firm: A Comparative Study of Japanese and American Stakeholder Norms Under Downsizing
Patricia Ann Robinson, New York U.

Investor Relations Activities of Japanese Firms: Effects of Ownership Structure, Corporate Finance, and Foreign Business

Toru Yoshikawa, Nihon U.

Jonathan Linton, New Jersey Institute of Technology

5:30 pm - 7:00 pm
Convention Center
8

Business Meeting and Social Hour

Division Chair

J. Michael Geringer, California Polytechnic State U.

Facilitators

Douglas Nigh, U. of South Carolina
Nakiye A. Boyacigiller, San Jose State U.
Stephen B. Tallman, Cranfield U. / U. of Utah

Farok J. Contractor, Rutgers U., Newark

MANAGEMENT EDUCATION & DEVELOPMENT

8:30 am - 10:20 am
Marriott North
Torrey 1&2



Internet in the Classroom (IIC) Symposium

Co-Chairs

Pablo Martin de Holan, McGill U.
Dilip Mirchandani, Rowan U.

Discussant

dt ogilvie, Rutgers U., Newark

Team Process and Effectiveness in Interuniversity Virtual Teams

Douglas Moesel, U. of Missouri, Columbia

Parshotam Dass, U. of Arkansas

Jon M. Werner, U. of Wisconsin, Whitewater

Paul A. Fouts, Golden Gate U.

Technology and Group Processes: The Impact of Computer Mediated Communication on Group Cohesion and Commitment

Marina H. Onken, Florida Gulf Coast U.

Mary R. Lind, North Carolina A&T State U.

Cultural Diversity, Teamwork, and Computer-Mediated Communication: The IIC as a Pedagogical Innovation That Enhances Multicultural Awareness

Jeffrey J. Bailey, U. of Idaho

German Otalora-Bay, EGADE ITESM, Monterrey

9:00 am - 10:20 am
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MED, OCIS & OMT

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10:40 am - 12:00 pm
Marriott North
Torrey 1&2



The Future of Management Education: Alternative International Perspectives
Symposium

Chair

Elena P. Antonacopoulou, U. of Warwick

Discussant

Monika Kostera, Academy of Entrepreneurship and Management

Starting the Second Revolution In Management Education and Development

John G. Burgoyne, Lancaster U.

Management Education in the Transition Economies: The Russian Perspective

Antonina Pavlovskaya, Leti-Lovanium International School of Management

Alexander E. Yanchevsky, Leti-Lovanium International School of Management

Management Education: A Case Study of HR Education in IIM-A

Arun Monappa, Indian Institute of Management, Ahmedabad
Ramya Rangarajan, Indian Institute of Management, Ahmedabad

Future Directions for Management Education and Development: The Promise of Work-Based Learning

Joseph A. Raelin, Boston College

Doctoral Education in Business Schools: Complacency or Change?

John E. Beck, Nanyang Technological U.

10:40 am - 12:00 pm
Marriott North
San Diego A

Europe 2000 : The Impact of Traditions and Environmental Changes on Business Practice

This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.

Showcase symposium sponsored by MC, MED & ODC

2:30 pm - 3:50 pm
Marriott North
Torrey 1&2



Management Education in Bulgaria, Russia, and India

Chair

Christophe Roux-Dufort, HEC, Lille

Discussants

Elizabeth Borredon, HEC, Lille
Nobuyuki Chikudate, Asia U.

Management Education: A Case Study of HR Education at IIM-A

Arun Monappa, Indian Institute of Management, Ahmedabad
Ramya Rangarajan, Indian Institute of Management, Ahmedabad

Teaching Management in an Economy in Transition: The Case of the American U.S.O. of Bulgaria

Kazimierz Dadak, American U., Bulgaria
Katherine Stucky, American U., Bulgaria

Why Management Education in Quality Is Required to Reform the Russian Economy
Ludmila A. Konareva, Russian Academy of Sciences

2:30 pm - 3:50 pm
Marriott North
San Diego C

Educational and Organizational Change Through Distance Learning: DELIVERING What Matters Most for the U.S. Postal Service and Benedictine University

Joint symposium sponsored by MED & ODC

4:10 pm - 5:30 pm
Marriott North
Torrey 1&2

What's Important in Knowledge Management

Chair

James A.F. Stoner, Fordham U.

Distinguished Speaker

Ikujiro Nonaka, Hitotsubashi U. / U. of California, Berkeley

4:10 pm - 5:30 pm
Marriott North
San Diego C

Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment

Joint symposium sponsored by MC, MED & ODC

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5:30 pm - 6:15 pm
Marriott North
Torrey 1&2

Business Meeting
Division Chair
David J. Lemak, Washington State U.,
Tri-Cities

6:30 pm - 7:30 pm
Marriott North
Manchester 1

Social Hour in Honor of Ikujiro Nonaka

Fayol's 14 Principles of Management Then and Now: A Framework for Managing Today's Organizations Effectively
Carl A. Rodrigues, Montclair State U.

Winner of John F. Mee Management History Contribution Award
Bass and Hodgetts in Conversation
Alfred A. Bolton, Averett College
John G. Joos, Informed Decisions, Inc.

MANAGEMENT HISTORY

9:00 am - 10:20 am
Marriott South
Marina F

What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996
Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Monday (1996), covers 45 years of the Academy's recent history.

Showcase symposium sponsored by MH, PNS & TIM

10:40 am - 12:00 pm
Marriott South
Cardiff

Perspectives in History: Lessons From the Leaders

Chair
Arthur G. Bedeian, Louisiana State U.

Discussants
Peter B. Petersen, Johns Hopkins U.
John Breeze, J. Breeze Consultants, Ltd.
Robert J. Gerard, Mount St. Mary's College

Conference Proceedings Paper
Management History Gurus of the 90s: Their Lives, Their Contributions
Jane Whitney Gibson, Nova Southeastern U.
Richard M. Hodgetts, Florida International U.
Jorge M. Herrera, Nova Southeastern U.

10:40 am - 12:00 pm
Convention Center
17B

Shared Interest Track on Complex Self-Organizing Systems

Papers from BPS, MH & OMT

2:30 pm - 3:50 pm
Marriott North
San Diego A

What Matters Most: Religious Beliefs and the Workplace

From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.

Showcase symposium sponsored by HR, MH & SIM

4:10 pm - 5:30 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MH, OMT & SIM

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4:10 pm - 5:30 pm
Marriott South
Cardiff

Lessons From History: How Management Responds to Threats and Opportunities

Chair

Eileen P. Kelly, Ithaca College

Discussants

Michele A. Govekar, Ohio Northern U.

Robert C. Ford, U. of Central Florida

Karl James Moore, Oxford U.

Jorge M. Herrera, Nova Southeastern U.

The Rise and Fall and Rise of Japan's Stable Shareholders

Stewart Johnston, U. of Melbourne

Lynn McAleve, U. of Otago

The Relation Between Systematic and Scientific Management: Two Cases From the Financial Services

Nachoem M. Wijnberg, Erasmus U.,
Rotterdam

Onno W. De Wit, Erasmus U.,
Rotterdam

Jan C. de Ende, Erasmus U., Rotterdam

"Just a Coal Miner's Daughter": Technological Transformation and the Professionalization of Business Management

Richard S. Marens, U. of Washington

Strategic Evolution of the Cigarette Industry in Response to the Socio-Regulatory Environment

Raymond M. Jones, Loyola College,
Maryland

Roger J. Kashlak, Loyola College,
Maryland

**Conference Proceedings Paper
Winner of William Jerome Arnold/AMCF
Meritorious Paper Award for Outstanding
Paper on Management Consulting**
Managing Knowledge in Management Consulting
Andreas Werr, Stockholm School of
Economics

*A Taste of One's Own Medicine: An
Empirical Investigation on the Adoption of
Consulting Services by Consulting Firms*
Miguel P. Caldas, EAESP-FGV, São
Paulo

*It's Not What You Know, It's Who You
Know: An Agency Theory and Network
Theory Approach to Explaining Why
Individuals Receive Promotions Within
Professional Service Firms*
Cheryl C. McLean, U. of Massachusetts,
Amherst

*The Consulting Profession's Core Values:
Identification and Socialization Techniques*
Thomas C. Head, Tennessee State U.
Joanne C. Preston, Pepperdine U.
Peter F. Sorensen, Jr., Benedictine U.

10:40 am - 12:00 pm
Marriott South
Carlsbad

Consulting in Special Contexts

Chair

Flemming Poufelt, Copenhagen Business
School

Discussant

C. Ken Weidner II, Loyola U., Chicago

**Conference Proceedings Paper
Winner of Graziadio Business
School/Pepperdine Award for
Outstanding Paper on Management
Consulting Practice**

*Consulting in Emerging Countries: An
Anthropophagic Method to Avoid the "Lost in
Space" and "Just Business as Usual" Syndromes*
Thomaz Wood, EAESP-FGV, São
Paulo
Miguel P. Caldas, EAESP-FGV, São
Paulo

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MANAGERIAL CONSULTATION

8:30 am - 10:20 am
Marriott South
Carlsbad

Managing Consulting Firms

Chair

William B. Werther, Jr., U. of Miami

Discussant

James J. Carroll, Georgian Court College

High Velocity Consulting: A Possible Paradigm for Today's Turbulent Environment
 Thomas C. Head, Tennessee State U.
 Therese F. Yaeger, Benedictine U.

The Danger of Abstracting Prescription From Description: Developing Context Sensitive Approaches to Change Implementation
 Veronica Hope Hailey, Cranfield U.
 Julia Newton, Cranfield U.

10:40 am - 12:00 pm
 Marriott North
 San Diego A

Europe 2000 : The Impact of Traditions and Environmental Changes on Business Practice

This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.

Showcase symposium sponsored by MC, MED & ODC

2:30 pm - 3:50 pm
 Marriott North
 San Diego B

Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational

Joint symposium sponsored by MC, ODC & RM

4:10 pm - 5:30 pm
 Marriott North
 San Diego C

Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment

Joint symposium sponsored by MC, MED & ODC

4:10 pm - 5:30 pm
 Convention Center
 8

Shared Interest Track on Workplace Violence, Fear, and Revenge

Papers from MC & OB

MANAGERIAL & ORGANIZATIONAL COGNITION

8:30 am - 10:20 am
 Westin
 Sierra

Situated Learning, Local Knowledge, and Action: Social Approaches to the Study of Knowing in Organizations
 Symposium

Co-Chairs

Davide Nicolini, Tavistock Institute
 Dvora Yanow, California State U.,
 Hayward

Managing Innovation in Complex Activity Networks: An Activity Theoretical Analysis of Learning in a High Technology Organization
 Frank Blackler, U. of Lancaster

The Texture of Organizational Knowing
 Silvia Gherardi, U. of Trento
 Davide Nicolini, Tavistock Institute

Working Local Knowledges Together: A Case of Bridge-Building
 Lucy Suchman, Xerox, Palo Alto
 Research Center

Can You See an Organization Learn? Grounding the Study of Organizational Learning in Practice
 Dvora Yanow, California State U.,
 Hayward

Communities of Practice: The Social Fabric of Learning
 Etienne Wenger, Wenger Research and Consulting

8:30 am - 10:20 am
 Convention Center
 15B

What Matters Most About Boards?: A Discussion With Researchers and Directors

Joint symposium sponsored by BPS & MOC

9:00 am - 10:20 am
 Convention Center
 17B

Shared Interest Track on Managing Crisis Situations

Papers from MOC & OMT

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10:40 am - 12:00 pm
Westin
Sierra

Occupational Identity, Identification, and Culture: Are We Destined to be Divided?

Chair

Amy Hietapelto, Michigan Technological U.

Discussant

Mariann Jelinek, College of William and Mary

Bridging Social Worlds: Identity, Self-Monitoring, and Structural Constraint

Ajay Mehra, Pennsylvania State U.
Martin Kilduff, Pennsylvania State U.

Dominance and Subordination Dynamics Among Occupational Subcultures During an Organizational Downsizing: Implications for Organizational Learning

Judith A. Clair, Boston College
Hilary Bradbury, Boston College
Eve Spangler, Boston College

Organization Identification in an Information Age: Investigating the Impact of Telecommuting on Member Identification

Jessica L. Simmons, U. of Texas, Austin

2:30 pm - 3:50 pm
Marriott South
Marina F

Assessing Collective Efficacy: Validation of Three Measurement Methods

John William Whiteoak, Griffith U., Gold Coast
Laurence Chalip, Griffith U., Gold Coast

Cognitive Processes by Which Diversity Impacts the Functioning of Groups: An Exploratory Study

Luis L. Martins, U. of Connecticut
Frances J. Milliken, New York U.
Batia L. Wiesenfeld, New York U.
Susan R. Salgado, New York U.

The Measurement of Shared Frames in a Group Decision Making Context: Examining Antecedents and Outcomes

Susan Mohammed, Pennsylvania State U.
Erika Ringseis, Pennsylvania State U.

Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict

Joint symposium sponsored by MOC, OMT & PNS

10:40 am - 12:00 pm
Westin
California B

Understanding 'Dirty Work': How Individuals Pursue Meaning in Stigmatized Occupations

Hughes (1958) defined 'dirty work' as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutory meaning in the face of such strong stigma?

Showcase symposium sponsored by MOC, OB & OMT

2:30 pm - 3:50 pm
Westin
California A

Assessing the Impact of Trust: Divergent Approaches, Converging Understandings

Joint symposium sponsored by MOC & OB

2:30 pm - 3:50 pm
Westin
California B

How Much Diversity Can a Team Take? A Cognitive Approach

Joint symposium sponsored by MOC, OB & ODC

2:30 pm - 3:50 pm
Westin
Sierra

Cognitive Processes in Groups: Diversity, Efficacy, and Issue Interpretation

Chair

Lynn A. Isabella, U. of Virginia

Discussant

C. Marlene Fiol, U. of Colorado, Denver

2:30 pm - 3:50 pm
Westin
California C

Bringing the 'Social' Back in: Network Perspectives on Organizational Cognition

Joint symposium sponsored by MOC, OB & OMT

2:30 pm - 3:50 pm
Westin
Balboa

Shared Interest Track on Openness to Intellectual Diversity

Papers from CM, MOC, OB & OMT

2:30 pm - 3:50 pm
Marriott North
Columbia 2

**Shared Interest Track on
Cognitive Processes in Decision
Making**

Papers from BPS, MOC & RM

2:30 pm - 3:50 pm
Westin
Harbor A&B

**Shared Interest Track on
Learning to Do Mergers and
Acquisitions**

Papers from BPS, IM, MOC & OB

4:10 pm - 5:30 pm
Westin
Sierra

**Our State of Mind: Reports From the
Field on Themes From Mid-Year
Conferences and Preconference
Events**

Chair

Kathleen M. Sutcliffe, U. of Michigan

Panel

Janet M. Dukerich, U. of Texas, Austin

Cynthia Emrich, Purdue U.

Margaret D. Gorman, George
Washington U.

Joseph F. Porac, U. of Illinois,
Urbana-Champaign

Zur Shapira, New York U.

5:50 pm - 7:30 pm
Westin
Sierra

Business Meeting and Social Hour

Division Chair

Sim B. Sitkin, Duke U.

Program Chair

Theresa Lant, New York U.

Award Recipients

Best Paper Award

Michael W. Morris, Stanford U.

Paul C. Moore, Stanford U.

Michal Tamuz, U. of Texas, Houston

Rick Tarrell, San Jose State U.

Best Student Paper Award

Catherine M. Paul-Chowdhury, U. of
Western Ontario

Service Awards Presentation

Theresa Lant, New York U.

OPERATIONS MANAGEMENT

9:00 am - 10:20 am
Marriott North
Columbia 3

**The Continuing Impact of TQM and
JIT**

Chair

Susan D. Amundson, Arizona State U.

Discussants

Susan D. Amundson, Arizona State U.

Tonya Boone, Ohio State U.

Peter Ward, Ohio State U.

*Customer Satisfaction: The Ultimate Measure
of Quality*

Diane H. Parente, U. of Mississippi

C. Carl Pegels, State U. of New York,
Buffalo

Nallan Suresh, State U. of New York,
Buffalo

*The Effects of JIT on the Development of
Productivity Norms*

Kenneth L. Schultz, Cornell U.

David C. Juran, Columbia U.

John W. Boudreau, Cornell U.

*Total Quality Management Practices and Top
Management Support: Relationships With
Customer Satisfaction and Perceived Performance*

Kent S. Fought, U. of Arkansas

Mary Spencer Logan, U. of Arkansas,
Fayetteville

John E. Delery, U. of Arkansas

John D. Lasley, U. of Arkansas

Nina Gupta, U. of Arkansas

2:30 pm - 3:50 pm
Marriott South
Torrance

**Shared Interest Track on Processes
of Institutionalization**

Papers from OM, OMT & PNS

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10:40 am - 12:00 pm
Marriott North
Columbia 3

Issues in Outsourcing and Supplier Integration

Chair
Amelia Carr, Ohio State U.

Discussants
Amelia Carr, Ohio State U.
Peter Tarasewich, U. of Maine

A Process Model of Successful Supplier Integration Into New Product/Process/Service Development

Gary L. Ragatz, Michigan State U.
Robert B. Handfield, Michigan State U.
Kenneth J. Peterson, Michigan State U.

The Determinants of Outsourcing Decisions: An Empirical Analysis

K. Matthew Gilley, James Madison U.
Abdul M. A. Rasheed, U. of Texas,
Arlington

8:30 am - 10:20 am
Convention Center
10

Organizational Governance and Organizational Action

Chair
Richard J. Martinez, Baylor U.

Discussant
Robert M. Wiseman, Michigan State U.

Organizational Form and Risk Taking in the U.S. Cable Television Industry

Thomas R. Eisenmann, Harvard U.

Ownership Structure and Corporate Dividend Policy: How Large-Block Family Owners Increase Dividend Payouts and Achieve Superior Firm Performance

David L. Kang, Harvard U.

Performance and Changing Governance Characteristics: An Assessment of the Impact of the Cadbury Report Recommendations on U.K. PLCs

Charles Moncur Weir, Robert Gordon U.
Mark Tough, Robert Gordon U.

Conference Proceedings Paper

The Political and Social Determinants of Stock Buybacks

James D. Westphal, U. of Texas, Austin
Edward J. Zajac, Northwestern U.

ORGANIZATION & MANAGEMENT THEORY

8:30 am - 10:20 am
Convention Center
9

What Matters Most for Team Effectiveness: Three Perspectives Symposium

Chair
Peter B. Cebon, U. of Melbourne

Discussant
Terri Griffith, Washington U.

The Role of Psychological Safety in Facilitating the External and Internal Learning Behaviors That Promote Work Team Performance

Amy C. Edmondson, Harvard U.

Dissolving the Conceptual Barriers to Effective Teams: Reflections on the Objections of Institutional Economics and Social Psychology

Graham Sewell, U. of Melbourne

High Performance Through Self-Managed Teams: Are We Misattributing the Sources of Success?

Peter B. Cebon, U. of Melbourne

8:30 am - 10:20 am
Convention Center
16B

GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings

Joint symposium sponsored by IM, OB & OMT

9:00 am - 10:20 am
Convention Center
17B

Shared Interest Track on Managing Crisis Situations

Papers from MOC & OMT

9:00 am - 10:20 am
Westin
Balboa

Shared Interest Track on Jobs and Careers in Virtual Organizations

Papers from CAR, HR & OMT

9:00 am - 10:20 am
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MED, OCIS & OMT

10:40 am - 12:00 pm
Convention Center
9

Effects of Top Management and Institutions on Organizational Change

Chair

Anne B. Duncan, London Business School

Discussant

Jane C. Banaszak-Holl, U. of Michigan

Conference Proceedings Paper

Executive Migration and Institutional Change

Matthew S. Kraatz, U. of Illinois, Urbana-Champaign

James H. Moore, U. of Illinois, Urbana-Champaign

Stratified Isomorphism and Institutional Change: On the Role of Intraform Stratification in Organizational Evolution

Joan Slepian, State U. of New York, Empire State College

The Value of Incumbency in a Deregulated Industry

Tammy L. Madsen, Southern Methodist U.

Gordon Walker, Southern Methodist U.

10:40 am - 12:00 pm
Convention Center
10

Cooperation, Commitment, and Knowledge Transfer

Chair

Marc-David L. Seidel, U. of Texas, Austin

Discussant

Mary J. Waller, U. of Wisconsin, Madison

Conference Proceedings Paper

Getting People to Cooperate: The Influence of Personality, Formal and Informal Incentives, and Being Different

Jennifer A. Chatman, U. of California, Berkeley

Karen A. Schnog, U. of California, Berkeley

Sandra E. Spataro, U. of California, Berkeley

Motivation, Knowledge Transfer, and Organizational Forms

Margit Osterloh, U. of Zurich

Bruno S. Frey, U. of Zurich

Multidisciplinary Teams at Work: Sparks, Tensions, and Novel Ideas
Anat Lechner, Rutgers U.

The Effects of Interorganizational Competition on Organizational Commitment: A Cross-Level Investigation

Sandra E. Spataro, U. of California, Berkeley

Jennifer A. Chatman, U. of California, Berkeley

10:40 am - 12:00 pm
Westin
California B

Understanding 'Dirty Work': How Individuals Pursue Meaning in Stigmatized Occupations

Hughes (1958) defined 'dirty work' as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?

Showcase symposium sponsored by MOC, OB & OMT

10:40 am - 12:00 pm
Convention Center
15B

Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances

Joint symposium sponsored by IM, OB & OMT

10:40 am - 12:00 pm
Marriott North
San Diego C

What Matters Most: Rethinking Formalization and Innovation

Joint symposium sponsored by OMT & TIM

10:40 am - 12:00 pm
Marriott North
Columbia 2

Shared Interest Track on Management Discourse

Papers from GDO, OMT & RM

10:40 am - 12:00 pm
Westin
Harbor A&B

Shared Interest Track on Organizational Downsizing

Papers from OB, ODC & OMT

10:40 am - 12:00 pm
Convention Center
17B

Shared Interest Track on Complex Self-Organizing Systems

Papers from BPS, MH & OMT

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2:30 pm - 3:50 pm
Convention Center
9

Mapping the Territory: Theoretical Perspectives and Frameworks

Chair

Martin Kilduff, Pennsylvania State U.

Discussant

Eric Abrahamson, Columbia U.

Navigating Silicon Alley: Kaleidoscopic Experiences

Raghu Garud, New York U.

Theresa Lant, New York U.

Plotting the Organization: A Comprehensive Narrative Approach to Studying Organizing

Ellen O'Connor, FX Palo Alto

Laboratory, Inc. / U. of California, Berkeley

Prescriptive Management Theory and National Culture: A Research Framework and Propositions

James W. Dean, Jr., U. of North Carolina, Chapel Hill

Todd J. Weber, U. of North Carolina, Chapel Hill

Representing Strategic International Human Resource Management: Is the Map the Territory?

Julie R. Wolfram Cox, Monash U., Caulfield

Helen De Cieri, Cornell U.

Marilyn Fenwick, Monash U., Caulfield

Social Capital and Social Behavior

Chair

Nancy A. Staudenmayer, Duke U.

Discussant

Mary Ann Glynn, Emory U.

Breaking Organizational Rules: The Role of Expectations and Observability in Process Emergence

Gary Jay Katzenstein, Hong Kong U. of Science and Technology

Organizational Citizenship Behavior and Relational Practice: Gendering 'Voluntary' Behavior in Organizations

Roy Jacques, U. of Otago

2:30 pm - 3:50 pm
Convention Center
15B

Social Capital Dynamics: A Multilevel Embeddedness Perspective

Katsuhiko Shimizu, Texas A&M U.
Tina M. Dacin, Texas A&M U.

The Dark Side of Social Capital

Martin Gargiulo, INSEAD / Columbia U.

Mario Benassi, U. of Trento

2:30 pm - 3:50 pm
Marriott South
Marina D

Modeling Competitive Dynamics

Joint symposium sponsored by BPS & OMT

Organizing as if Creativity Really Mattered

Joint symposium sponsored by ODC & OMT

2:30 pm - 3:50 pm
Marriott South
Marina F

Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict

Joint symposium sponsored by MOC, OMT & PNS

2:30 pm - 3:50 pm
Westin
California C

Bringing the 'Social' Back in: Network Perspectives on Organizational Cognition

Joint symposium sponsored by MOC, OB & OMT

2:30 pm - 3:50 pm
Westin
Balboa

Shared Interest Track on Openness to Intellectual Diversity

Papers from CM, MOC, OB & OMT

2:30 pm - 3:50 pm
Convention Center
17B

Shared Interest Track on Organizational Learning

Papers from BPS, OMT & ONE

2:30 pm - 3:50 pm
Marriott South
Torrance

Shared Interest Track on Processes of Institutionalization

Papers from OM, OMT & PNS

2:30 pm - 3:50 pm
Convention Center
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4:10 pm - 5:30 pm
Convention Center
9

Competition, Transaction Costs, and Performance Outcomes

Chair

Sharon Matusik, U. of Washington

Discussant

James A. Robins, U. of California, Irvine

A Tripolar Institutional Theory of Coordination: Industrial Competition, Cooperation, and Integration

Rikard Larsson, Lund U.

Sven-Olof Collin, Lund U.

Ulf Elg, Lund U.

Ulf Johansson, Lund U.

Organizational Location Decisions:

Competition, Learning, and Strategy in Tokyo Banking, 1894-1936

Henrich R. Greve, U. of Tsukuba

The Competitive Dynamics of Status and Niche Width: The U.S. Investment Banking Industry, 1920-1950

Douglas Y. Park, Hong Kong U. of Science and Technology

The Effects of Contract Type on Performance Outcomes: A Transaction Cost Theory Approach

Terry R. Adler, U. S. Air Force Institute of Technology

Robert F. Scherer, Wright State U.

Sidney L. Barton, U. of Cincinnati

Ralph Katerberg, U. of Cincinnati

4:10 pm - 5:30 pm
Marriott South
Marina F

Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research

Innovative approaches to organizational research are being developed in response to the postmodern turn.

This symposium is designed to critically explore artistic approaches to the study of organizations.

Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.

Showcase symposium sponsored by ODC, OMT & RM

4:10 pm - 5:30 pm
Convention Center
15B

Alliances and Networks

Joint symposium sponsored by BPS & OMT

4:10 pm - 5:30 pm
Westin
California A

Friendship in Organizations: How and Why It Matters

Joint symposium sponsored by OB, ODC & OMT

4:10 pm - 5:30 pm
Westin
Harbor A&B

Shared Interest Track on Effects of Interpersonal Trust

Papers from BPS, CM, OB & OMT

4:10 pm - 5:30 pm
Convention Center
17B

Shared Interest Track on Cooperation in Competition and Vice Versa

Papers from BPS, CM, HCM & OMT

4:10 pm - 5:30 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MH, OMT & SIM

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10:40 am - 12:00 pm
Westin
Plaza B&C

**Radical Change (Revolution),
Strategic Renewal, and Landmarks of
Change**

Chair

Terry Armstrong, U. of West Florida

Discussants

Robert P. Steel, U. S. Air Force Institute
of Technology

Daniel J. Svyantek, U. of Akron

*Radical Organizational Change: The Role of
Starting Conditions, Competition, and Leaders*
Karen L. Newman, Georgetown U.

*Framework for Strategic Renewal in Large
European Firms*

Martin W. Wielemaker, Erasmus U.,
Rotterdam

Tom Elfring, Erasmus U., Rotterdam
Henk W. Volberda, Erasmus U.,
Rotterdam

*Incremental Revolution: Organizational Change
in Highly Turbulent Environments*

Linda F. Edelman, Boston U.

Anne Louise Benning, Boston U.

*Points of View That Engender Resistance to
Change*

Jeffrey D. Ford, Ohio State U.

Laurie W. Ford, Critical Path Consultants

Randall T. McNamara, Landmark
Education Corporation

10:40 am - 12:00 pm
Marriott North
San Diego A

**Europe 2000 : The Impact of
Traditions and Environmental
Changes on Business Practice**

*This symposium provides new information about a
number of critical managerial issues concerning
business practice in Europe: Differences in
work-related values between Western and Eastern
European countries, the most important
macroenvironmental and managerial factors
influencing organizational change and business
performance in Europe, the most effective ways to
train the next generation of European managers, etc.*

*Showcase symposium sponsored by MC, MED
& ODC*

10:40 am - 12:00 pm
Marriott South
Marina F

**The Transformation of Health Care
Systems: Emergent Organizational
Forms and Processes**

Joint symposium sponsored by HCM & ODC

8:30 am - 10:20 am
Westin
Plaza B&C

**Transformation, Tradition, and the
Issues of Justice**

Chair

Peter Robertson, U. of Southern
California

Discussants

Miriam Y. Lacey, Pepperdine U.

William M. Verdi, City U. of New York

*Why Intrapreneurs Arise From Organizational
Transformation*

Warren Thomas Ritchie, U. of North
Carolina, Chapel Hill

*The Enabling Role of Tradition in Technological
Change*

John R. Austin, Boston College

*Planned and Emergent Structures: Process and
Outcomes of a Successful Reengineering Effort*

Robert L. Cross, Boston U.

Aimin Yan, Boston U.

*Social Accounts in Organizational Change:
Articulating Justice*

Anthony T. Cobb, Virginia Polytechnic
Institute and State U.

Kevin C. Wooten, U. of Houston, Clear
Lake

9:00 am - 10:20 am
Marriott South
Marina D

**Capitalist Pigs: A Staged Reading of
a Play as an Attempt at Aesthetic
Theorizing**

*Joint symposium sponsored by ODC, ONE &
SIM*

9:00 am - 10:20 am
Westin
California A

**Opening the Black Box of
Organizational Demography:
Current Research Advances**

*Joint symposium sponsored by GDO, HR &
ODC*

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10:40 am - 12:00 pm
Westin
Harbor A&B

Shared Interest Track on Organizational Downsizing

Papers from OB, ODC & OMT

2:30 pm - 3:50 pm
Marriott South
Marina D

Organizing as if Creativity Really Mattered

Joint symposium sponsored by ODC & OMT

2:30 pm - 3:50 pm
Marriott North
San Diego B

Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational

Joint symposium sponsored by MC, ODC & RM

2:30 pm - 3:50 pm
Marriott North
San Diego C

Educational and Organizational Change Through Distance Learning: DELIVERING What Matters Most for the U.S. Postal Service and Benedictine University

Joint symposium sponsored by MED & ODC

2:30 pm - 3:50 pm
Westin
California B

How Much Diversity Can a Team Take? A Cognitive Approach

Joint symposium sponsored by MOC, OB & ODC

4:10 pm - 5:30 pm
Westin
Plaza B&C

Invited Address

Distinguished Speaker
Jerry Porras, Stanford U.

4:10 pm - 5:30 pm
Marriott South
Marina F

Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research

Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.

Showcase symposium sponsored by ODC, OMT & RM

4:10 pm - 5:30 pm
Marriott North
San Diego C

Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment

Joint symposium sponsored by MC, MED & ODC

4:10 pm - 5:30 pm
Westin
California A

Friendship in Organizations: How and Why It Matters

Joint symposium sponsored by OB, ODC & OMT

4:10 pm - 5:30 pm
Westin
Balboa

Shared Interest Track on Impression Management

Papers from OB, OCIS & ODC

5:30 pm - 6:30 pm
Westin
Plaza B&C

Business Meeting

Division Chair
Caren Siehl, Thunderbird

6:30 pm - 8:30 pm
Westin
Presidio

Social Hour

ORGANIZATIONAL BEHAVIOR

8:30 am - 10:20 am
Westin
California B

Psychological Contracts Are Local: International Perspectives on the Employment Relationship

This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.

Showcase symposium sponsored by HR, IM & OB

8:30 am - 10:20 am
Convention Center
16B

GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings

Joint symposium sponsored by IM, OB & OMT

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8:30 am - 10:20 am
Westin
Coronado

Self-Efficacy

Chair

Mary F. Sully de Luque, U. of Nebraska

Discussant

Robert Billings, Ohio State U.

A Longitudinal Field Investigation of the Development of Self-Efficacy During Training

Walter D. Davis, Georgia Institute of Technology

Donald B. Fedor, Georgia Institute of Technology

Charles K. Parsons, Georgia Institute of Technology

David M. Herold, Georgia Institute of Technology

Investigating Equity Sensitivity as a Moderator of Relations Between Self-Efficacy and Work-Place Attitudes

Bonnie S. O'Neill, U. of Wisconsin, Milwaukee

Mark A. Mone, U. of Wisconsin, Milwaukee

A Social Cognitive Model for Organizational Behavior Theory and Application

Fred Luthans, U. of Nebraska

Alexander D. Stajkovic, U. of California, Irvine

A Rose by Any Other Name: An Integration of Expectancy and Self-Efficacy

Debra Gray Boyd, Ohio State U.

Steven H. Cady, Bowling Green State U.

9:00 am - 10:20 am
Westin
Santa Fe

New Approaches to the Role of Leadership in Team Environments: Exploring What Matters Most for Work Team Effectiveness

Symposium

Chair

Paul E. Tesluk, Tulane U.

Discussant

Susan Albers Mohrman, U. of Southern California

Supportive Leadership in Organizations Implementing Teams

Mark Griffin, U. of Queensland

Malcolm Patterson, U. of Sheffield

Michael West, U. of Sheffield

9:00 am - 10:20 am
Marriott North
San Diego C

Is There Room for Leadership in the Prediction of Work Group Effectiveness?

Charlotte Gerstner, Applied Psychological Techniques

What Really Matters? An Analysis of the Relative Importance of Leaders' Design Choices and Their Hands-On Coaching of Teams

Ruth Wageman, Columbia U.

9:00 am - 10:20 am
Westin
California C

Measurement Challenges for Job Stress Researchers

Joint symposium sponsored by OB & RM

An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations

Joint symposium sponsored by CM, OB & SIM

10:40 am - 12:00 pm
Westin
Santa Fe

Charismatic and Transformational Leadership: Advances in Empirical Research

Symposium

Chair

Jay A. Conger, U. of Southern California

Discussant

Morgan McCall, U. of Southern California

Distance From the Leader and Levels of Followership: The Inner Circle, the Outer Circle, and the Leader as Follower

Boas Shamir, Hebrew U.

Eliav Zakay, Israel Defense Forces

Esther Breinin, Israel Defense Forces

Micha Popper, U. of Haifa

Predictors, Mediators, and Moderators of the Transformational Leadership and Performance Relationship

Bruce J. Avolio, State U. of New York, Binghamton

Jane M. Howell, U. of Western Ontario

Derrick Neufeld, U. of Manitoba

Charismatic Leadership and Follower Outcome Effects

Jay A. Conger, U. of Southern California

Rabindra N. Kanungo, McGill U.

Sanjay T. Menon, Clarkson U.

10:40 am - 12:00 pm
Westin
Coronado

Self-Managing Work Teams

Chair
John A. Wagner III, Michigan State U.

Discussant
Stanley M. Gully, Rutgers U.

Effective Leadership of Self-Managing Teams: Behaviors and Cognitions That Matter Most, and the Contextual Issues That Support Them
Vanessa Urch Druskat, Case Western Reserve U.
Jane Virginia Wheeler, Case Western Reserve U.

Performance, Efficacy, and Conflict Management in Self-Managing Work Teams
Steve Alper, CNR Health Inc.
Dean Tjosvold, Lingnan College / Simon Fraser U.
Kenneth S. Law, Hong Kong U. of Science and Technology

Strategy Formation in Empowered Work Groups
Elizabeth Weldon, Hong Kong U. of Science and Technology

10:40 am - 12:00 pm
Westin
California B

Understanding 'Dirty Work': How Individuals Pursue Meaning in Stigmatized Occupations

Hughes (1958) defined 'dirty work' as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?

Showcase symposium sponsored by MOC, OB & OMT

10:40 am - 12:00 pm
Convention Center
15B

Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances

Joint symposium sponsored by IM, OB & OMT

10:40 am - 12:00 pm
Convention Center
16B

The Influence of Cross-Cultural Factors on Information Seeking Activities

Joint symposium sponsored by IM & OB

10:40 am - 12:00 pm
Marriott North
San Diego B

Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes

Joint symposium sponsored by GDO, OB & RM

10:40 am - 12:00 pm
Westin
California A

Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads

Joint symposium sponsored by HR & OB

10:40 am - 12:00 pm
Westin
California C

Job Loss, Coping, and Reemployment

Joint symposium sponsored by CAR & OB

10:40 am - 12:00 pm
Westin
Balboa

Shared Interest Track on Prejudice in the Workplace

Papers from CM, GDO, HR & OB

10:40 am - 12:00 pm
Westin
Harbor A&B

Shared Interest Track on Organizational Downsizing

Papers from OB, ODC & OMT

2:30 pm - 3:50 pm
Convention Center
16B

Sensemaking in Complex Cultures

Joint symposium sponsored by IM & OB

2:30 pm - 3:50 pm
Westin
California A

Assessing the Impact of Trust: Divergent Approaches, Converging Understandings

Joint symposium sponsored by MOC & OB

2:30 pm - 3:50 pm
Westin
California B

How Much Diversity Can a Team Take? A Cognitive Approach

Joint symposium sponsored by MOC, OB & ODC

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2:30 pm - 3:50 pm
Westin
Santa Fe

Collective Efficacy and Norms in Work Teams

Chair

Howard J. Klein, Ohio State U.

Discussant

Richard Saavedra, U. of Michigan

The Rise of Shared Perceptions: A Multilevel Analysis of Collective Efficacy

Carl B. Watson, U. of Michigan

Martin M. Chemers, U. of California,
Santa Cruz

Understanding Group Potency and Collective Efficacy: Measurement, Level of Analysis, and Performance Feedback

Dong I. Jung, San Diego State U.

John J. Sosik, Pennsylvania State U.,
Great Valley

The Influence of Demographic Composition on the Emergence and Consequences of Collectivistic Norms in Work Teams

Jennifer A. Chatman, U. of California,
Berkeley

Francis J. Flynn, U. of California,
Berkeley

2:30 pm - 3:50 pm
Westin
Coronado

Determinants of Employee Initiative

Chair

Linda Hoopes, ODR, Inc.

Discussant

Jeffrey B. Vancouver, Ohio U.

Conference Proceedings Paper

Taking Charge at Work: Understanding Voluntary Change Initiative

Elizabeth Wolfe Morrison, New York U.

Corey Phelps, New York U.

Toward a Theoretical Model of Extra-Role Work Behavior

Diane E. Johnson, U. of Alabama,
Tuscaloosa

Amir Erez, U. of Florida

High Involvement Work Processes: Linking Employee Perceptions and Organizational Practice

Robert J. Vandenberg, U. of Georgia

Hettie A. Richardson, U. of Georgia

Lorrina J. Eastman, Holiday Inn
Worldwide

2:30 pm - 3:50 pm
Westin
California C

Bringing the 'Social' Back in: Network Perspectives on Organizational Cognition

Joint symposium sponsored by MOC, OB & OMT

2:30 pm - 3:50 pm
Westin
Balboa

Shared Interest Track on Openness to Intellectual Diversity

Papers from CM, MOC, OB & OMT

2:30 pm - 3:50 pm
Westin
Harbor A&B

Shared Interest Track on Learning to Do Mergers and Acquisitions

Papers from BPS, IM, MOC & OB

4:10 pm - 5:30 pm
Westin
Santa Fe

Group Processes

Chair

Monica L. North, U. of New Mexico

Discussant

Laurie R. Weingart, Carnegie Mellon U.

Facilitating Group Processes: The Role of Social Interaction in Problem Solving Groups

Gerardo A. Okhuysen, U. of Texas,
Dallas

Conference Proceedings Paper

Creating Opportunities for Change: How Formal Problem Solving Interventions Work

Gerardo A. Okhuysen, U. of Texas,
Dallas

Kathleen M. Eisenhardt, Stanford U.

Transactive Memory in Work Groups: The Impact of Knowing Who Knows What

Andrea B. Hollingshead, U. of Illinois,
Urbana-Champaign

Andrew Krugh, U. of Illinois,
Urbana-Champaign

Exploring Encoding Roles in Transactive Memory Development

Diane Liang Rulke, U. of Minnesota

Devaki Rau, U. of Minnesota

4:10 pm - 5:30 pm
Westin
Coronado

Transformational Leadership

Chair

Ramon J. Aldag, U. of Wisconsin

Discussant

Walter W. Tornow, Center for Creative Leadership

All Fired Up to Perform? Transformational Leadership, Self-Efficacy, Group Cohesiveness, Performance, and Commitment in a Fire Rescue Organization

Rajnandini Pillai, U. of Miami

Ethlyn A. Williams, U. of Miami

An Empirically Based Extension of the Transformational Leadership Construct

Vicki L. Goodwin, U. of North Texas

J. C. Wofford, U. of Texas, Arlington

J. Lee Whittington, Texas Wesleyan U.

Transformational Leadership and Value System Congruence of Subordinates

Venkat R. Krishnan, Xavier Labour Relations Institute

The Relative Contributions of Transformational and Transactional Leadership to Team Climate and Innovation Performance

Jack Kee Hock Loo, Lincoln U.

Jeff C. Kennedy, Lincoln U.

David L. Dean, Lincoln U.

Daniel A. Sauers, Lincoln U.

4:10 pm - 5:30 pm
Westin
California A

Friendship in Organizations: How and Why It Matters

Joint symposium sponsored by OB, ODC & OMT

4:10 pm - 5:30 pm
Westin
California B

New Directions in Work-Family Research: Advances and Paradoxes

Joint symposium sponsored by CAR, GDO & OB

4:10 pm - 5:30 pm
Westin
California C

Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship

Joint symposium sponsored by CAR, CM & OB

4:10 pm - 5:30 pm
Convention Center
8

Shared Interest Track on Workplace Violence, Fear, and Revenge

Papers from MC & OB

4:10 pm - 5:30 pm
Westin
Harbor A&B

Shared Interest Track on Effects of Interpersonal Trust

Papers from BPS, CM, OB & OMT

4:10 pm - 5:30 pm
Westin
Balboa

Shared Interest Track on Impression Management

Papers from OB, OCIS & ODC

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

9:00 am - 10:20 am
Marriott North
Manchester 2



Attitudes and Adoption for Advanced Communications/Technology

Chair

Lisa J. Gebhardt, Arizona State U.

Discussants

Lisa J. Gebhardt, Arizona State U.

Pamela Specht, U. of Nebraska

Carol Stoak Saunders, Southern Illinois U., Carbondale

Winner of OCIS Division Top Student Paper Award

Following the Crowd (or, Doing What I Think Others Think I Should Do): Social Influence and Distance Education Technology Usage

Sharon L. Segrest, Florida State U.

Darla J. Domke-Damonte, Florida State U.

Angela K. Miles, Florida State U.

William P. Anthony, Florida State U.

The Antecedents and Consequences of I.T. Acceptance: A Case of an Underdeveloped Country

Murugan Anandarajan, Saint Joseph's U.

Magid Igbaria, Claremont Graduate U.

Uzoamaka P. Anakwe, Pace U.

Bay O. Arinze, Drexel U.

Attitudes Toward Videoconference-Based Training: The Role of Expectations

Derek Chapman, U. of Waterloo

Jane Webster, U. of Waterloo

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9:00 am - 10:20 am
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MED, OCIS & OMT

10:40 am - 12:00 pm
Marriott North
Manchester 2

Group Decision and Negotiation Support Systems: Implementation, Constraints, After-Effects

Chair

Edward W. Christensen, Monmouth U.

Discussants

Edward W. Christensen, Monmouth U.

Manju K. Ahuja, Florida State U.

George Widmeyer, U. of Michigan

Conference Proceedings Paper

Participation Constraints on the Adoption of Fully Automated Negotiation

Barry Blecherman, Polytechnic U.

Conference Proceedings Paper

Alignment of System and Structure in the Implementation of Group-Decision Support Systems

M. Scott Poole, Texas A&M U.

Michele Jackson, Florida State U.

Laurie Kirsch, U. of Pittsburgh

Gerardine DeSanctis, Duke U.

Second-Order Effects of GSS Use and the Role of Change Management

Katherine M. Chudoba, U. of Virginia

C. Suzanne Iacono, Boston U.

Susan J. Winter, Florida Atlantic U.

2:30 pm - 3:50 pm
Marriott North
Manchester 2

What Have We Learned About (Organizational) Communication From our Studies of Information Systems?

Chair

Joseph Walther, Rensselaer Polytechnic Institute

Panel

Ilze Zigurs, U. of Colorado, Boulder

M. Scott Poole, Texas A&M U.

Noshir Contractor, U. of Illinois, Urbana-Champaign

Daniel Robey, Georgia State U.

4:10 pm - 6:00 pm
Marriott North
Manchester 2

Collateral Processes in Information and Communication Exchange: Antecedent and Contextual Factors

Chair

William Sharborough, Citadel

Discussants

William Sharborough, Citadel

Brian Butler, Carnegie Mellon U.

J. D. Eveland, California School of Professional Psychology

Antecedents to the Acceptance of Peer Feedback

Sonia Calado, Federal U. Pernambuco

Edward W. Miles, Georgia State U.

Carpe Diem: The Role of Time and Timing in Organizational Communication

Wanda J. Orlikowski, Massachusetts Institute of Technology

JoAnne Yates, Massachusetts Institute of Technology

Provoking Thought: The Effect of Situational Factors in Information-Processing Activities

John Stephan, State U. of New York, Buffalo

Finding Out About What Matters Most: Perceived Environmental Uncertainty and Information Sourcing by Chief Executives in Pre-1997 Hong Kong

Maris G. Martinsons, City U. of Hong Kong

Maris G. Martinsons, City U. of Hong Kong

Maris G. Martinsons, City U. of Hong Kong

4:10 pm - 5:30 pm
Marriott North
San Diego A

Looking to the Future: How Advanced Technologies Are Reshaping Organizations

This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.

Sponsorship by BPS, OCIS & TIM

4:10 pm - 5:30 pm
Westin
Balboa

Shared Interest Track on Impression Management

Papers from OB, OCIS & ODC

ORGANIZATIONS & THE NATURAL ENVIRONMENT

9:00 am - 10:20 am **Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing**
Marriott South
Marina D

Joint symposium sponsored by ODC, ONE & SIM

9:00 am - 10:20 am **Shared Interest Track on Firm Regulation and Adaptation**
Marriott South
Torrance

Papers from ONE, PNS & SIM

10:40 am - 12:00 pm **Environmental Performance and Competitiveness: Getting Inside the Causal Chain**
Marriott South
Leucadia

Chair
Harrie Vredenburg, U. of Calgary

Discussant
Michael V. Russo, U. of Oregon

Effects of 'Best Practices' of Environmental Management on Firm Competitiveness: The Role of Firm Resources and Capabilities
Petra Christmann, U. of Virginia

Small Manufacturer Innovation: Pollution Prevention, Competitive Scanning, and Quality
William McEvily, Carnegie Mellon U.
Alfred Allen Marcus, U. of Minnesota

Stock Market Reaction to Announcements of Firm Activities Involving the Natural Environment: The Role of Event Favorability and Prior Reputation

Kimberly Michelle Ellis, Florida State U.

Conference Proceedings Paper Winner of ONE Division Best Paper Award

Corporate Global Environmental Standards: Altruism or Value Added?

Glen Dowell, U. of Michigan
Stuart Hart, U. of North Carolina, Chapel Hill
Bernard Yeung, U. of Michigan

10:40 am - 12:00 pm **Interactive Paper Session**
Marriott South

Marina E
Papers from BPS, ENT, ONE & PNS

2:30 pm - 3:50 pm
Marriott South
Leucadia

Strategic Partnerships for Sustainability

Chair

Iain Clelland, U. of Tennessee, Knoxville

Discussant

Frances R. Westley, McGill U.

Business-Government Partnership Models for Regulating Risky Systems: Theory Building That Matters for Ecological Sustainability
Diane L. Swanson, Kansas State U.

Interfirm Cooperation in Life-Cycle Oriented Environmental Management: Examples and a Conceptual Framework

Mark P. Sharfman, U. of Oklahoma
Teresa M. Shaft, U. of Tulsa
Rob Anex, U. of Oklahoma
Rex T. Ellington, U. of Oklahoma
Mark Meo, U. of Oklahoma
Ralph Meima, International Institute for Industrial Environmental Economics
Knud Sinding, Aarhus School of Business

Corporate Strategies and the Environment
Alan M. Rugman, U. of Oxford / U. of Toronto

A Rhetorical Balancing Act: Partnerships Between Business and Environmentalists
Sharon M. Livesey, Fordham U.

2:30 pm - 3:50 pm
Convention Center
17B

Shared Interest Track on Organizational Learning

Papers from BPS, OMT & ONE

4:10 pm - 6:00 pm
Marriott South
Marina D

Toward Eco-Humanism

Joint symposium sponsored by GDO, ONE & SIM

7:00 pm - 9:00 pm
Marriott South
Leucadia

Social Hour

Sponsored by U. of California, Santa Barbara, Bren School of Environmental Science and Management

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PUBLIC & NONPROFIT SECTOR

8:30 am - 10:20 am
Marriott South
Del Mar

Human Resource Issues in Different Nations*Chair*

Norman B. Bryan, Georgia State U.

Discussants

Thomas J. Pavlak, Fairleigh Dickinson U.

Mary E. Taber, U. of Illinois,
Urbana-Champaign

An Exploratory Analysis of Retirement Plan Choice

James Hamilton Dulebohn, U. of Texas,
San Antonio

Brian Murray, U. of Texas, San Antonio

Sectoral Differences in the Experience of Job Insecurity: The Case of Israel School Teachers

Ayalla Ruvio, U. of Haifa

Zehava Rosenblatt, U. of Haifa

*The Impact of Sex-Role Prototypes in**Evaluating Presidential Candidates: Can We Call Bill Clinton a 'Good President'?*

D. Anthony Butterfield, U. of
Massachusetts

James Paul Grinnell, U. of Massachusetts

Conference Proceedings Paper*The Psychological Contract in the UK Public Sector: Employer and Employee Obligations and Contract Fulfillment*

Jacqueline A-M Coyle-Shapiro, London
School of Economics and Political
Science

Ian Kessler, U. of Oxford

9:00 am - 10:20 am
Marriott South
Marina F

What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996

Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy's recent history.

Showcase symposium sponsored by MH, PNS & TIM

9:00 am - 10:20 am
Marriott South
Torrance

Shared Interest Track on Firm Regulation and Adaptation

Papers from ONE, PNS & SIM

10:40 am - 12:00 pm
Marriott South
Torrance

Shared Interest Track on HRM Practices in Different Countries

Papers from HR, IM & PNS

10:40 am - 12:00 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, ENT, ONE & PNS

2:30 pm - 3:50 pm
Marriott South
Marina F

Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict

Joint symposium sponsored by MOC, OMT & PNS

2:30 pm - 3:50 pm
Marriott South
Del Mar

The Quest for Significance in Public Versus Private Management Research: What Are the Most Important Differences and Why Are They Important?

Symposium

Co-Chairs

Ralph S. Brower, Florida State U.

Richard Chackerian, Florida State U.

Beyond Rational Choice Models of Motivation: Toward a Theory of Public Service Motivation

David Frederickson, Indiana U.,
Bloomington

James L. Perry, Indiana U., Bloomington

Modeling the Effects of Information Technology on Public Organizations: Extending the Structuration Model

Jason Thatcher, Florida State U.

Ralph S. Brower, Florida State U.

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The Public/Private Distinction in Structural Analysis: Do the Usual Legal Categories Make Sense?

Richard Chackerian, Florida State U.
Paul Mavima, Florida State U.
Hal G. Rainey, U. of Georgia

Strategic Planning Approaches in the Federal Government: Lacking a Good Fit With the Political Context

Nancy Roberts, U. S. Naval Postgraduate School

2:30 pm - 3:50 pm
Marriott South
Torrance

Shared Interest Track on Processes of Institutionalization

Papers from OM, OMT & PNS

4:10 pm - 5:30 pm
Marriott South
Del Mar

Organizational Action and Implementation

Chair

Robert D. Hamilton III, Temple U.

Discussants

Lisa R. Berlinger, Yale U.
Charles Booth, U. of West England

Comprehensive Administrative Reform Implementation Success: The Role of Institutional Conditions, Synergy, and Tradeoff
Richard Chackerian, Florida State U.
Paul Mavima, Florida State U.

Intergovernmental Policy Implementation: Examining Interorganizational Networks and Measuring Network Performance
Mark T. Imperial, Indiana U.,
Bloomington

Reinvention Laboratories as Change Agents in the U.S. Department of Defense
Mark T. Green, Willamette U.
Lawrence R. Jones, U. S. Naval
Postgraduate School
Fred Thompson, Willamette U.

Conference Proceedings Paper
The Impact of Macro-Organizational Variables on Leadership Effectiveness Models: An Examination of Leadership in Private and Public Organizations
Robert Hooijberg, Rutgers U.
Jaepil Choi, Rutgers U., Newark

RESEARCH METHODS

8:30 am - 10:20 am
Marriott North
Torrey 3

Theoretical Assumptions and Conceptual Underpinnings of Methods

Chair

Karen D. Locke, College of William
and Mary

Discussants

Mark B. Gavin, Oklahoma State U.
K. Matthew Gilley, James Madison U.
Mary Yoko Brannen, U. of Michigan
Wilfred J. Zerbe, U. of Calgary

Collective Constructs in the Organizational Sciences: An Essay on Their Structure and Function

Frederick Phillip Morgeson, Texas
A&M U.
David A. Hofmann, Texas A&M U.

Winner of Sage Publications/RM Division Best Student Paper Award

Dealing With Time in Social Inquiry: A Tension Between Method and Lived Experience
Michel Avital, Case Western Reserve U.

In Pursuit of 'Deep Equivalence': Notes on a Strategy for Cross-National Management Research

John Kimberly, U. of Pennsylvania /
INSEAD
Hamid Bouchikhi, ESSEC
Philip Rosenzweig, IMD

Reconstructing Reflexive Inquiry
Ann L. Cunliffe, U. of New Hampshire

9:00 am - 10:20 am
Marriott North
San Diego C

Measurement Challenges for Job Stress Researchers

Joint symposium sponsored by OB & RM

10:40 am - 12:00 pm
Marriott North
San Diego B

Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes

Joint symposium sponsored by GDO, OB & RM

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10:40 am - 12:00 pm
Marriott North
Columbia 2

**Shared Interest Track on
Management Discourse**

Papers from GDO, OMT & RM

2:30 pm - 3:50 pm
Marriott North
San Diego B

**Organizational Storytelling II:
Narrative and the Case of a
High-Tech Organizational**

Joint symposium sponsored by MC, ODC & RM

2:30 pm - 3:50 pm
Marriott North
Columbia 2

**Shared Interest Track on
Cognitive Processes in Decision
Making**

Papers from BPS, MOC & RM

4:10 pm - 5:30 pm
Marriott South
Marina F

**Tapping the Artist in Us All: The
Aesthetic and Poetic in
Organizational Research**

Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.

Showcase symposium sponsored by ODC, OMT & RM

9:00 am - 10:20 am
Marriott South
Marina D

**Capitalist Pigs: A Staged Reading of
a Play as an Attempt at Aesthetic
Theorizing**

Joint symposium sponsored by ODC, ONE & SIM

9:00 am - 10:20 am
Westin
California C

**An Eye for an Eye, or Turn the
Other Cheek: Revenge and
Forgiveness in Organizations**

Joint symposium sponsored by CM, OB & SIM

9:00 am - 10:20 am
Marriott South
Torrance

**Shared Interest Track on
Firm Regulation and Adaptation**

Papers from ONE, PNS & SIM

SOCIAL ISSUES IN MANAGEMENT

8:30 am - 10:20 am
Marriott South
Santa Rosa

**Stakeholders, Shareholders, and
Managers**

Chair
Bradley R. Agle, U. of Pittsburgh

Discussants
Kenneth E. Bass, East Carolina U.
Philip L. Cochran, Pennsylvania State U.

*Social and Traditional Investment: Stakeholder
and Performance Characteristics*
Sandra Waddock, Boston College
Samuel B. Graves, Boston College
Renee Gorski, GE Capital

10:40 am - 12:00 pm
Marriott South
Santa Rosa

The Stakeholder Model of the Firm

Chair
Diane L. Swanson, Kansas State U.

Discussants
Ronald K. Mitchell, U. of Victoria
Melissa Baucus, Utah State U.

Conference Proceedings Paper
*Normative Stakeholder Theory: Toward a
Conception of Stakeholder Legitimacy*
Robert Phillips, Georgetown U.

*Stakeholder Relations and Shareholder Wealth
Creation: Theory and Evidence*
Amy J. Hillman, Michigan State U.
Gerry Keim, Texas A&M U.

*Opening the Black Box of Shareholder
Motivation: Implications for Corporate
Governance and Management Theory*
Lori Versteegen Ryan, U. of Georgia
Ann K. Buchholtz, U. of Georgia

*Getting Real: Stakeholder Theory, Managerial
Practice, and the General Irrelevance of
Fiduciary Duties Owed to Shareholders*
Richard S. Marens, U. of Washington
Andrew C. Wicks, U. of Washington

Who Matters: A Multidimensional Stakeholder Mapping Framework

Jeffrey L. Cummings, George Washington U.

Michael D. Kull, George Washington U.
Jonathan P. Doh, American U.

A Logic of Stakeholder Reasoning
Duane Windsor, Rice U.

4:10 pm - 6:00 pm
Marriott South
Santa Rosa

Business Meeting and Division Chair's Address

Co-Chairs

James Weber, Duquesne U.
Stephanie Lenway, U. of Minnesota

The Social Issues in Management Division and the New Millenium: Three Scenarios for the Future
Stephanie Lenway, U. of Minnesota

Discussant

Sandra Waddock, Boston College

Award Presentations

SIM Book Award

Bradley R. Agle, U. of Pittsburgh

Doctoral Dissertation Award

Kathleen Getz, American U.

Best Paper Award

Gary R. Weaver, U. of Delaware

Sumner Marcus Award

Sandra Waddock, Boston College

Toward Eco-Humanism

Joint symposium sponsored by GDO, ONE & SIM

2:30 pm - 3:50 pm
Marriott South
Santa Rosa

Reshaping the Management Education Paradigm: A New Focus on Ethics, Public Policy, and Society

Co-Chairs

Lawrence J. Lad, Butler U.
Kathryn S. Rogers, Pitzer College



2:30 pm - 3:50 pm
Marriott North
San Diego A

What Matters Most: Religious Beliefs and the Workplace

From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.

Showcase symposium sponsored by HR, MH & SIM

4:10 pm - 6:00 pm
Marriott South
Marina D

2:30 pm - 3:50 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, GDO, IM & SIM

4:10 pm - 5:30 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MH, OMT & SIM

6:30 pm - 7:30 pm
Marriott South
Santa Rosa

Social Hour

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TECHNOLOGY & INNOVATION MANAGEMENT

8:30 am - 10:20 am
Convention Center
16A

Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?

Joint symposium sponsored by BPS, IM & TIM

8:30 am - 10:20 am
Marriott North
Manchester 1

Global Technology Management

Chair

Mary Tripsas, U. of Pennsylvania

Discussant

Nile W. Hatch, U. of Illinois,
Urbana-Champaign

A Survey of Chinese Technology and Innovation Management Literature, 1987-1997

Steven White, Hong Kong U. of Science
and Technology

Xielin Liu, Chinese National Research
Center for Science and Technology
Wei Xie, Tsinghua U.

Firms' Strategies in the Global Innovation System: Knowledge Sharing in the Flat Panel Display Industry

Jennifer W. Spencer, U. of Houston

Innovation in the MNE With Globally Dispersed R&D: Knowledge Utilization and Accumulation

Prescott Colvin Ensign, U. of Western
Ontario

Conference Proceedings Paper Winner of TIM Division Best Paper Runner-Up Award

Overcoming a Standard Bearer's Challenges to NEC's Personal Computer in Japan

David T. Methe, Kobe U.

Junchiro Miyabe, Nomura Research
Institute

Ryoko Toyama, U. of Michigan

9:00 am - 10:20 am
Marriott South
Marina F

What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996

Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy's recent history.

Showcase symposium sponsored by MH, PNS & TIM

10:40 am - 12:00 pm
Marriott North
Manchester 1

Dynamics and Evolution of New Technologies

Chair

B. J. Zirger, U. of Cincinnati

Discussant

Johannes M. Pennings, U. of
Pennsylvania

Conference Proceedings Paper Winner of TIM Division Best Student Paper Award

Explaining the Source and Tempo of Technological Variation: Recombinant Learning and Exhaustion in Technological Evolution

Lee Fleming, Stanford U.

Increasing Returns and the Emergence of an Innovative Race: The Evolution of the U.S. Pharmaceutical Industry, 1920-1960

Jeho Lee, U. of Texas, Dallas

Understanding the Origins of Discontinuous Technological Change: An Evolutionary Model
Mary Tripsas, U. of Pennsylvania

10:40 am - 12:00 pm
Convention Center
16A

The Resource-Based View and Transnational Technology Management

Joint symposium sponsored by BPS, IM & TIM

10:40 am - 12:00 pm
Marriott North
San Diego C

What Matters Most: Rethinking Formalization and Innovation

Joint symposium sponsored by OMT & TIM

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2:30 pm - 3:50 pm
Marriott North
Manchester 1

Sharing Knowledge Across Boundaries and Borders

Chair

Paul A. Fouts, Golden Gate U.

Discussant

Paul Almeida, Georgetown U.

How Firms Can Benefit From Collaborating Within an R&D Consortium

Caroline Mothe, Paris X Nanterre U.

Bertrand Vital Quelin, HEC, Montreal

International Research Alliance in

Superconductivity: A Case of Access to Knowledge

Sally Davenport, Victoria U., Wellington

Aaron Miller, Victoria U., Wellington

Knowledge Flows in the Global Innovation

System: Do U.S. Firms Share More Scientific Knowledge Than Their Foreign Rivals?

Jennifer W. Spencer, U. of Houston

The Structure of Advice Sharing Among Software Companies

Cathleen A. McGrath, Carnegie

Mellon U.

2:30 pm - 3:50 pm
Convention Center
16A

Advancements in Measuring Technological Change

Joint symposium sponsored by BPS & TIM

4:10 pm - 6:00 pm
Marriott North
Manchester 1

Spanning Knowledge Boundaries in Managing Technology

Chair

Urs E. Gattiker, U. of Aalborg,

Discussant

C. A. Rusinko, Villanova U.

Conference Proceedings Paper

Champions of Product Innovations: Defining, Developing, and Validating a Measure of Champion Strength

Jane M. Howell, U. of Western Ontario

Christine M. Shea, U. of New Hampshire

Christopher A. Higgins, U. of Western Ontario

4:10 pm - 5:30 pm
Marriott North
San Diego A

Getting the Most Out of Technology: Towards a Theory of Technical Support

Amit Das, Nanyang Technological U.

Handling Uncertainty and Ambiguity During the Innovation Process: The Need to Better Understand the Design of Interaction Strategies in Innovative Settings

Rene Bouwen, Katholieke U., Leuven

Bart Edgard Van Looy, Katholieke U., Leuven

Leuven

Koenraad Debackere, Katholieke U., Leuven

Tag Team Champions: An Integrative Analysis of Champions and the Process of Technological Innovation

Jorge Carrillo, Concordia U.

Susan Elizabeth Reid, Concordia U.

Looking to the Future: How Advanced Technologies Are Reshaping Organizations

This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.

Showcase symposium sponsored by BPS, OCIS & TIM

4:10 pm - 5:30 pm
Convention Center
16A

The Dynamics of Long-Term Competitive Advantage: A Comparison of the Chemical Industries in the U.S., Britain, Germany, and Japan since 1850

Joint symposium sponsored by BPS & TIM

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OTHER MEETINGS

6:30 pm - 8:30 pm
Marriott North
Columbia 1&2

**Human Relations Reviewer
Reception**

Coordinator
Tamar Jeffers, Tavistock Institute

6:30 pm - 7:30 pm
Offsite

**Academy Fellows Reception and
Dinner**

Presiding
Arthur G. Bedeian, Louisiana State U.

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Wednesday, August 12

ALL-CONVENTION ACTIVITIES

9:00 am - 12:00 pm
Marriott North
Marriott Hall

Registration
Executive Director
Nancy Urbanowicz, Academy of Management

9:00 am - 12:00 pm
Marriott North
Marriott Hall

What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?
Director of Membership
Carolyn Wiley, Georgia State U.

9:00 am - 12:00 pm
Marriott North
Marriott Hall

Exhibits
Director of Publisher Relations and Exhibits Coordinator
Philip B. Stone, GT Enterprises

Refreshment break at 10:00 am sponsored by Prentice Hall

9:00 am - 12:00 pm
Marriott North
Marriott Hall Foyer

Placement
Director of Placement
Charlotte Sutton, Auburn U.

ALL-ACADEMY SYMPOSIA: "WHAT MATTERS MOST"

9:00 am - 10:20 am
Marriott South
Marina G

Teaching Matters More: Ways to Revolutionize Management Education
Research now matters most. Teaching has to matter more. It is time to engage in revolutionary redesign. Three unusual programs will be discussed: An M (Masters of Philosophy in Critical Management, in England), a B (highly specialized business degrees in France), and an A (the five county Masters of Practicing Management).

Chair
Henry Mintzberg, McGill U.

Presenters
Jonathan Gosling, Lancaster U.
Pierre Batteau, Institut d'Administration des Entreprises
Nancy Badore, Executive Development

10:40 am - 12:00 pm
Marriott North
San Diego B

Management Issues in Recently Opened Economies
This symposium examines the extent to which existing management theory and research, most of which has been U.S. based, is applicable to the needs and problems of newly opened economies in much of Latin America, parts of Europe, and Asia. As organizations in those countries face privatization and deregulation they have to contend with a broad set of management issues for which our existing paradigms are ill-prepared to handle.

Co-Chairs
Julio O. De Castro, U. of Colorado, Boulder
Luis R. Gomez-Mejia, Arizona State U.
German Otalora-Bay, EGADE ITESM, Monterrey

Presenters
John D. Daniels, U. of Richmond
Michael A. Hitt, Texas A&M U.
Robert E. Hoskisson, U. of Oklahoma
Mauro Gillen, U. of Pennsylvania
Ravi Ramamurti, Northeastern U.

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SHOWCASE SYMPOSIA

9:00 am - 10:20 am

Marriott South

Marina F

Research on Women at the Top: Theory Is What Matters Most

What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.

Showcase symposium sponsored by BPS, ENT & GDO

Chair

Diana Bilimoria, Case Western Reserve U.

Discussant

Mary Mattis, Catalyst, Inc.

The Gender of Trust and Director Recruitment to Corporate Boards

Dafna Izraeli, Bar-Ilan U., Ramat-Gan
Ilan Talmud, Bar-Ilan U., Ramat-Gan

Women on Canadian Corporate Boards of Directors: Numbers, Process, and Impact
Ronald J. Burke, York U.

The Business Case for Women Corporate Directors

Diana Bilimoria, Case Western Reserve U.

An Examination of Influences on Board Status for Nonexecutive and Executive Women

Zena Burgess, Swinburne U. of Technology

Phyllis Tharenou, Monash U.

How Women Directors Challenge Existing Theories of Boards of Directors

Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research

Women's Entrepreneurship: A Question of Gender?

Carin Holmquist, Umea U.

Elisabeth Sundin, Liukrping U.

9:00 am - 10:20 am

Westin

California B

Leadership, Trust, and Effective Organizations

The pivotal role of the leader is highlighted in the promotion of trust in contemporary organizations. This is accomplished by focusing on the issue of trust building at several levels of analysis. These levels include interpersonal effectiveness, team effectiveness, organizational effectiveness, and interorganizational effectiveness.

Showcase symposium sponsored by HR, OB & OMT

Chair

Richard J. Klimoski, George Mason U.

Discussant

Gary Yukl, State U. of New York

Leadership and Interorganizational Trust

Patricia M. Norman, Baylor U.

Kendall W. Artz, Baylor U.

Follow the Leader: The Role of Multiple Leaders in Shaping Team Success

Aneil K. Mishra, Wake Forest U.

Gretchen M. Spreitzer, U. of Southern California

William N. Cooke, Wayne State U.

Deborah S. Noble, Wayne State U.

Leadership Facilitating Team Trust: A Theoretical Framework Applied to Cross-Functional Teams

Sheila Simsarian Webber, George Mason U.

Trust for Management: It's All in the Level

Roger C. Mayer, Baylor U.

Mark B. Gavin, Oklahoma State U.

9:00 am - 10:20 am

Westin

Harbor A&B

Contingent Work and Changing Work Relationships: A Panel Discussion

This symposium is a panel discussion by four scholars actively involved in developing theory and conducting research on contingent work and changing work relationships. The objective of the session is to stimulate thought and discussion on the long term effects of contingent work on behavior at work.

Showcase symposium sponsored by HR & OB

Chair

Linn Van Dyne, Michigan State U.

Managing Without Commitment

Peter Cappelli, U. of Pennsylvania

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The 'New Employment Contract' and Organizational Performance: Some Dare to be Different

Jeffrey Pfeffer, Stanford U.

Wanted: A Construct With More Generality Than OCB

Dennis W. Organ, Indiana U.,
Bloomington

A Study in Contrasts: Independent Contractors in Industrial Settings and Adjunct Faculty in Universities

Denise M. Rousseau, Carnegie Mellon U.

10:40 am - 12:00 pm

Marriott South

Marina F



Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models

The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.

Showcase symposium sponsored by MED, PNS & SIM

Chair

Amy L. Kenworthy, U. of North
Carolina, Chapel Hill

Discussant

Edward Zlotkowski, American
Association for Higher Education

Presenters

Amy L. Kenworthy, U. of North
Carolina, Chapel Hill
Grace Ann Rosile, New Mexico State U.
Tracey Honeycutt Sigler, Western
Washington U.
Mark B. Thesing, U. of North Carolina,
Chapel Hill

9:00 am - 10:20 am

Marriott North

San Diego B

The Global Manager as a Corporate Diplomat

The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.

Showcase symposium sponsored by BPS, IM & MED

Co-Chairs

Geert Hofstede, U. of Maastricht /
Tilburg U.

Raymond A. Saner, Centre for
Socio-Eco-Nomic Development

Discussant

Rosalie L. Tung, Simon Fraser U.

Role Repertoire of Global Managers Across Cultures

Mikael Sondergaard, Odense U.

Hybrid Cognitive-Perceptual Ability: Requisite for Global Managers

Lichia Yiu, Organisational
Consultants, Ltd.

Corporate Diplomats: Lessons to Be Learnt From Diplomacy

Raymond A. Saner, Centre for
Socio-Eco-Nomic Development

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JOINT SYMPOSIA

9:00 am - 10:20 am
Marriott South
Marina D

Trust and Distrust of Government: A View From the Trenches

Joint symposium sponsored by PNS & SIM

Chair

Catherine G. Burke, U. of Southern California

Discussant

Laurie N. DiPadova, U. of Utah

Cynicism, Skepticism, and Legitimacy: Trust and Distrust in American Public Life

Catherine G. Burke, U. of Southern California

Distrust in Government: American as Apple Pie

H. Edward Flentje, Wichita State U.

Grassroots Government: Apathy, Distrust, or Something in Between?

Charldean Newell, U. of North Texas

Government and Business: Different Degrees of Public Trust

Roger R. Stanton, California State U., Long Beach

9:00 am - 10:20 am
Marriott North
San Diego A

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

Co-Chairs

Gabriel F. Buntzman, Western Kentucky U.

Richard A. Wolfe, U. of British Columbia

Discussants

Richard L. Daft, Vanderbilt U.

Steven Kerr, GE Management Development Institute

The State of Innovation Theorizing

C. Marlene Fiol, U. of Colorado, Denver

Innovation: The Challenge of Studying a Recursive and Coevolutionary Phenomenon
Claudia B. Schoonhoven, Dartmouth College

Philip Anderson, Dartmouth College

Innovation and the Role of Organizational Learning

M. Afzalur Rahim, Western Kentucky U.

Richard A. Wolfe, U. of British Columbia

Gabriel F. Buntzman, Western Kentucky U.

9:00 am - 10:20 am
Marriott North
San Diego C

Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence

Joint symposium sponsored by OB & OCIS

Chair

Poppy Laretta McLeod, Case Western Reserve U.

Collective Information Sampling: A Brief Review

Dennis D. Stewart, U. S. Military Academy

Information Suppression in Computer-Mediated Group Decision Making

Andrea B. Hollingshead, U. of Illinois, Urbana-Champaign

The Roles of Information Access Time and Task Type

Shaila Maria Miranda, Florida Atlantic U.

Information Sharing and Minority Influence in Computer-Mediated Groups

Poppy Laretta McLeod, Case Western Reserve U.

9:00 am - 10:20 am
Westin
California A

Causal Inferences and Absenteeism

Joint symposium sponsored by HR & OB

Chair

John E. Mathieu, Pennsylvania State U.

Discussant

Gary Johns, Concordia U.

Causal Connections Between Health and Absence: A Time-Based Review

Joseph J. Martocchio, U. of Illinois,
Urbana-Champaign

David A. Harrison, U. of Texas,
Arlington

Using Job Design as Absence Control Policy: Short- and Long-Term Pay-Offs

Robert P. Steel, U. S. Air Force Institute
of Technology

Joan R. Rentsch, Wright State U.

Decreasing Employee Absenteeism Through Feedback

Alice P. Gaudine, Memorial U. of
Newfoundland

Alan M. Saks, York U.

The Relative Effectiveness of Absence Interventions: A Meta-Analysis

Amy L. Unkless, Pennsylvania State U.
John E. Mathieu, Pennsylvania State U.

9:00 am - 10:20 am
Westin
California C

The Impact of Trust on Interpersonal Behaviors

Joint symposium sponsored by CM & OB

Co-Chairs

Steven M. Sommer, U. of Nebraska
Joseph P. Daly, Appalachian State U.

Discussant

Karen ETTY Jehn, U. of Pennsylvania

Trust and Distrust: A Critical Elaboration of Our Views of Trust

Roy J. Lewicki, Ohio State U.
Daniel J. McAllister, Georgetown U.

Is Trust a Cause or a Consequence: Empirical Evidence

Gregory A. Bigley, U. of Cincinnati
Jone L. Pearce, U. of California, Irvine

10:40 am - 12:00 pm
Westin
California C

When Rewards Determine Trust: Mediating Effects of Rewards on the Relationship Between Heterogeneity and Trust

Rebecca Brown, U. of California,
Berkeley / U. of Nebraska
Melody Wollan, U. of Nebraska

Deciding to Play Fair: The Impact of Trust on Competitive Behavior

Steven M. Sommer, U. of Nebraska
Joseph P. Daly, Appalachian State U.

The Role of Trust in Negotiation Processes, Outcomes, and Negotiator Satisfaction

Maura Stevenson, Hartford Companies

Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior

Joint symposium sponsored by CM, HR & OB

Co-Chairs

Daniel P. Skarlicki, U. of Calgary
Anne M. O'Leary-Kelly, U. of Arkansas,
Fayetteville

Doing Injustice: The Motivational Dynamics of Revenge

Robert J. Bies, Georgetown U.
Thomas M. Tripp, Washington State U.,
Vancouver

Organizational Justice as a Motivator of Retaliation Behavior

Daniel P. Skarlicki, U. of Calgary
Robert G. Folger, Tulane U.

Perceived Injustice as a Cause of, and Justification for, Workplace Aggression and Violence

Joel H. Neuman, State U. of New York,
New Paltz
Robert A. Baron, Rensselaer Polytechnic
Institute

Justice as a Motivator of Dysfunctional Behavior: An Organizational Change Perspective

Anne M. O'Leary-Kelly, U. of Arkansas,
Fayetteville
Lynda M. Kilbourne, Xavier U.

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10:40 am - 12:00 pm
Marriott South
Marina D

The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers

Joint symposium sponsored by HCM & OB

Chair

Marjorie A. Armstrong-Stassen, U. of Windsor

Discussant

Michael P. Leiter, Acadia U.

Consequences of Cutbacks in Canadian Hospitals: Exploring the Impact of Workforce Reduction Practices

Kent V. Rondeau, U. of Alberta
Terry H. Wagar, Wilfrid Laurier U.

Implementation Efforts During Hospital Downsizing and Restructuring

Ronald J. Burke, York U.
Esther R. Greenglass, York U.

Restructuring: The Experience of the Shaughnessy Hospital Health Care Workers
France Bouthillette, Saint Paul's Hospital
Stephen J. Havlovic, Simon Fraser U.
Rena van der Wal, Vancouver Hospital

Hospital Amalgamation: The Impact on the Job Attitudes of Health Care Workers
Marjorie A. Armstrong-Stassen, U. of Windsor
Sheila J. Cameron, U. of Windsor

10:40 am - 12:00 pm
Marriott North
San Diego C

What Matters Most in Transformation: Economic and Spiritual Arguments for Individual, Organizational, and Societal Change

Joint symposium sponsored by MED & ODC

Chair

Judith A. Neal, U. of New Haven

Research on Individual Spiritual Transformation and Work

Judith A. Neal, U. of New Haven

Research on Organizational Transformation: Exploring the Trans-Rational Logic of Transformative Change in the Workplace
Benyamin M. Lichtenstein, Boston College

Research on Social Transformation and the Role of Business in Changing the World
David Banner, Renaissance Consulting Associates

10:40 am - 12:00 pm
Marriott North
San Diego C

Knowledge Use and Propagation in Project/Development Teams

Joint symposium sponsored by OB & TIM

Chair

Richard J. Klimoski, George Mason U.

Discussant

Ralph Katz, Northeastern U.

Organizational Knowledge Architectures and Their Effects on Product Development Team Performance

Deborah Dougherty, Rutgers U.

Structural Features That Facilitate Project Teams' Learning and Contributions to Organizational Knowledge

George P. Huber, U. of Texas, Austin

Leadership Competencies Related to the Development of Learning Environments for Project Teams

Lisa M. Donahue, George Mason U.

Mechanisms for Transferring Knowledge in Teams

Janis A. Cannon-Bowers, U. S. Naval Air Warfare Center

Elizabeth Blickensderfer, U. S. Naval Air Warfare Center

Kimberly Smith Jentsch, U. S. Naval Air Warfare Center

Geographical Dispersion and Knowledge Management in Project-Based Organizations

Catherine Durnell Cramton, George Mason U.

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10:40 am - 12:00 pm
Westin
California A

**The Personal Becomes Professional
(and Vice Versa): Managing
Work-Family Relationships**

*Joint symposium sponsored by CAR, GDO &
HR*

Co-Chairs

Pamela S. Tolbert, Cornell U.
Wesley D. Sine, Cornell U.

Discussant

Rosalind Barnett, Harvard U.

*Work and Marital Satisfaction: Does the
Spill-Over Effect Really Exist?*

Wesley D. Sine, Cornell U.
Pamela S. Tolbert, Cornell U.

*Too Much, Not Enough: Husbands' and
Wives' Time at Work Over the Life Course*

Marin Clarkberg, Cornell U.
Phyllis E. Moen, Cornell U.

*Scaling Back: Work-Family Strategies of
Dual-Career Couples*

Penny Becker, Cornell U.
Phyllis E. Moen, Cornell U.

*Effects of Work-Family Supportive Practices on
Employee Performance and Work-Family*

Balance: A Mutual Gains Perspective
Rosemary Batt, Cornell U.

SHARED INTEREST TRACK

9:00 am - 10:20 am
Marriott South
Torrance

Work and Personal Life

Papers from GDO, IM, OB & RM

Facilitator

Barbara S. Lawrence, U. of California,
Los Angeles

*Role Stressors, Work-Family Conflict, and
Well-Being*

Samuel Aryee, Hong Kong Baptist U.
Vivienne W. M. Luk, Hong Kong
Baptist U.

Alicia Leung, Hong Kong Baptist U.
Susanna Lo, Hong Kong Baptist U.

*The Effect of Work/Personal Life Conflict and
Organizational Support on Expatriates'
Vitality and Depression*

Elisa J. Grant-Vallone, Claremont
Graduate U.

Ellen A. Ensher, Loyola Marymount U.

*Enriching or Depleting? The Dynamics of
Work and Family Engagement*

Nancy P. Rothbard, U. of Michigan

Conference Proceedings Paper

*The Development and Validation of a
Multidimensional Measure of Work-Family
Conflict*

Dawn S. Carlson, U. of Utah
K. Michele Kacmar, Florida State U.
Larry J. Williams, Virginia
Commonwealth U.

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10:40 am - 12:00 pm
Marriott South
Torrance

Sexual Harassment and Homophobia

Papers from GDO, HR & OB

Facilitator

Janice M. Beyer, U. of Texas, Austin

Women and Sexual Harassment in the United States, Hong Kong, and People's Republic of China: Antecedents and Moderating Effects of Nation

Margaret A. Shaffer, Hong Kong
Polytechnic U.

Janice R. W. Joplin, Southern Illinois U.,
Edwardsville

Myrtle P. Bell, U. of Texas, Arlington

Ceyda A. Oguz, Hong Kong
Polytechnic U.

Theresa B. Lau, Hong Kong
Polytechnic U.

Heterosexism in the Workplace: An Agenda for Research

Manuel J. Tejada, U. of Miami

A Multivariate Integrated Model of Sexual Harassment: A Preliminary Test of Antecedents, Consequences, and Moderating Effects on Work Outcomes

William Douglas Murry, State U. of New
York, Binghamton

Nagaraj Sivasubramaniam, State U. of
New York, Binghamton

Paul Jacques, State U. of New York,
Binghamton

Effects of a Dissolved Workplace Romance and Rater Characteristics on Judgments and Responses to a Sexual Harassment Accusation

Charles A. Pierce, Montana State U.
Herman Aguinis, U. of Colorado,
Denver

Susan K. R. Adams, Career Service
Authority, Denver City and County

Stacie M. Taylor, Montana State U.

Laura A. Schneider, Montana State U.

10:40 am - 12:00 pm
Westin
Balboa

High Performance Work Teams

Papers from HR, OB & TIM

Facilitator

M. Scott Poole, Texas A&M U.

Worker Attitudes and Team-Based Work Systems: Toward an Understanding of the Unionized Context

Patrick P. McHugh, George
Washington U.

The Antecedents and Consequences of Work Team Design

Jane K. Giacobbe-Miller, U. of
Massachusetts, Amherst

Melissa W. Barringer, U. of
Massachusetts, Amherst

Daniel J. Miller, Central Connecticut
State U.

The Antecedents and Consequences of Group Potency: A Longitudinal Investigation

Scott W. Lester, U. of Wisconsin, Eau
Claire

Bruce M. Meglino, U. of South Carolina

Mary Audrey Korsgaard, U. of South
Carolina

Teamwork Quality and the Success of Innovations: An Empirical Investigation of Software Development Teams in Germany

Martin M. M. Hoegl, U. of Karlsruhe

Hans Georg Gemuenden, U. of
Karlsruhe

10:40 am - 12:00 pm
Westin
Harbor A&B

Outsourcing and Insourcing

Papers from HR, MC & OMT

Facilitator

Gordon Walker, Southern Methodist U.

Conference Proceedings Paper

HR Outsourcing: A Transaction Cost Perspective

Brian S. Klaas, U. of South Carolina

John McClendon, Temple U.

Thomas W. Gainey, U. of South Carolina

Flying in the Face of Fashion: Why Businesses Bring Outsourced Activities Back In-House

Richard Wallace Dunford, Macquarie U.

Nathan Sutcliffe, Victoria U., Wellington

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The Push Toward Outsourcing: Professional Employment Organizations--Bane or Benefit
Alexandra L. Readdy, U. S. Air Force Academy
Martin J. Hornyak, U. S. Air Force Academy

Risk, Uncertainty, and Transaction Organization: Determinants of Information Technology Outsourcing Among Health Maintenance Organizations
Douglas R. Wholey, Carnegie Mellon U.
Rema Padman, Carnegie Mellon U.
Richard Hamer, InterStudy
Shawn Schwartz, InterStudy
Randi Stillman, InterStudy

Information Planning Process and Strategic Orientation: The Importance of Fit in High-Performing Organizations
Patrick R. Rogers, North Carolina A&T State U.
Charles E. Bamford, Texas Christian U.

Management Education Development

Reducing Sexist Language in Management Student Writing: The Influence of Instruction and Modeling

Randi L. Sims, Nova Southeastern U.

What Matters Most is What Matters Most to the Learner: Leadership Development by Igniting the Creation and Expression of Personal Meaning Through the Learning Leader Journal

John Nirenberg, U. of Phoenix

Perfecting What Matters Most: Student Feedback Memos for Improving Teaching
Dale E. Rude, U. of Houston

Technology & Innovation Management

Public Policy and Information Technology Transfer: A Comparative Analysis of Project Management Structures
Ann C. Séror, Laval U.

Dark Shadows From "The Bridges of Madison County": The Conservation of Archaic Technologies Within Economic Organizations
Blaine McCormick, Pepperdine U.

You Want to Do What With Our Boards? On the Technization of Sales Work in Non-Standard Markets
Asaf Darr, U. of Haifa

INTERACTIVE PAPER SESSIONS

9:00 am - 10:20 am
Marriott South
Marina E



Business Policy & Strategy

A Case for Price-Quality Segmentation: A General Framework
Y. Datta, Northern Kentucky U.

Multimarket Contact, Portfolio Interrelationships, and Firm Performance
Javier Gimeno, Texas A&M U.
Carolyn Y. Woo, U. of Notre Dame

Professional Organizations: Information, Agency, and Governance
Heather Elms, U. of Florida

Absorptive Capacity Under the Perennial Gale of Creative Destruction
Jeho Lee, U. of Texas, Dallas
Young U. Ryu, U. of Texas, Dallas

Strategy and Technology Policy Interaction and Its Impact on Organizational Performance
Abdul Rauf Parker, Qatar Public Telecommunications Corporation (Q-Tel)

Do Size and Strategy Matter? An Examination of Post-Bankruptcy Outcomes
David D. Dawley, Florida State U.
James J. Hoffman, Florida State U.
Scott W. Geiger, Florida State U.

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10:40 am - 12:00 pm
Marriott South
Marina E

Business Policy & Strategy

*Just When We Thought It Was Resolved:
More Conflicting Evidence on the Link Between
Strategic Heterogeneity and Industry
Performance*

Jan Hansen, U. of Nebraska /
Bellevue U.

*Litigation as Competitive Strategy in the
Telecommunications Industry*

John Manuel de Figueiredo,
Massachusetts Institute of Technology

*A Resource-Based Approach to New Market
Entry: An Empirical Study*

Sarah J. Marsh, Northern Illinois U.
Carl P. Zeithaml, U. of Virginia

*Examining the Effect of Complexity in
Managerial Cognitive Strategic Groups on Firm
Performance*

Gerry M. McNamara, Michigan State U.
Rebecca A. Luce, Michigan State U.
George H. Tompson, U. of Waikato

Entrepreneurship

The Entrepreneurial Process Cycle

Patrick L. Schultz, Texas Tech U.

*Toward a Unified Theory of Entrepreneurship:
Intellectual Clutter of Distinctions With a
Difference?*

James O. Fiet, U. of the Pacific

*Internationalization in Small Firms: Which
Resources Matter?*

Linda F. Edelman, Boston U.
Candida G. Brush, Boston U.
Tatiana S. Manolova, Boston U.

Health Care Management

*Attitudes of Organized Labor Toward Health
Care Issues: An Exploratory Survey of
Alabama Labor Officials*

Myron D. Fottler, U. of Alabama,
Birmingham

Ralph A. Johnson, U. of Alabama,
Birmingham

K. Joanne McGlown, U. of Alabama,
Birmingham

*Making Static Models Dynamic: The Case of
the National Health Service*

Ann van Ackere, London Business
School
Peter C. Smith, U. of York

*Employee Reactions to Managed Care: The
Moderating Effects of Organization-Based
Self-Esteem and Role Conditions*

E. Jose Proenca, Widener U.

Organization & Management Theory

*Stakeholder Relations, Work Place Adjustment,
and Organizational Performance*

Gil Amitai Preuss, Case Western
Reserve U.

*Does Organizational Culture Have an Impact
on Quality? A Study of Culture and Quality in
92 Manufacturing Organizations*

Daniel R. Denison, U. of Michigan
Anil K. Mishra, Wake Forest U.

Dignity in the Balance

Joshua D. Margolis, U. of Michigan

*Installing Nonunion Employee Voice
Mechanisms: Confronting Theoretical
Predictions*

Hitoshi Mitsuhashi, Cornell U.
Robert N. Stern, Cornell U.

BUSINESS POLICY & STRATEGY

8:30 am - 10:20 am
Marriott South
Green Room

Innovation

Chair

Mary Crossan, U. of Western Ontario

Discussants

Jay B. Barney, Ohio State U.
John Michel, U. of Notre Dame

*The Impact of Product Market Diversification
and Technological Diversification on Firm
Technological Innovation: An Empirical Test of
Alternate Theories*

Alice C. Stewart, Ohio State U.
Aya S. Chacar, London Business School

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Technological Acquisitions and the Innovation Performance of Acquiring Firms: A Longitudinal Study of the Chemicals Industry
Gautam Ahuja, U. of Texas, Austin
Riitta H. Katila, U. of Texas, Austin

A Processual Account of Innovative Capabilities
Peter W. Roberts, U. of New South Wales

A Comparison of Ownership Structures, R&D Investments, and Innovations of U.S. and Japanese Firms
Peggy M. Lee, Emory U.

9:00 am - 10:20 am
Marriott South
Del Mar

Sustaining Competitive Advantage

Chair
Mariko Sakakibara, U. of California, Los Angeles

Discussants
William C. Bogner, Georgia State U.
Mason A. Carpenter, U. of Wisconsin, Madison

Projecting Competitive Advantage Sustainability Through Profiling Activity-Based Resources
Yuwei Shi, Nanyang Technological U.

Competitive Advantage: What Causes It and What Destroys It
Hao Ma, Bryant College

Building a Sustainable Competitive Advantage: An Empirical Investigation
Rodolphe Durand, Emory U.
Bertrand Vital Quelin, HEC, Montreal

Exploration and Exploitation of Knowledge in Acquisitions: Developing a Source of Competitive Advantage
Cheryl A. Van Deusen, U. of North Florida
Carolyn B. Mueller, Ball State U.

Roadblocks to Competitive Advantage: How Organizational Constraints and Individual Decision Biases Hinder Investments in Strategic Assets
Russell W. Coff, Washington U.
Kevin J. Laverly, U. of Washington, Bothell

9:00 am - 10:20 am
Marriott South
Boardroom

Joint Ventures

Chair
David A. Baucus, Utah State U.

Discussants
James G. Combs, U. of Mississippi
Mikolaj Jan Piskorski, Harvard U.

Conference Proceedings Paper
Knowledge Acquisition and Performance in Transitional Economy International Joint Ventures

Peter J. Lane, Arizona State U.
Jane E. Salk, ESSEC
Marjorie A. Lyles, Indiana U., Indianapolis

Divided Loyalties in International Joint Ventures: The Impact of Perceived Fairness and Decision Control

James P. Johnson, Old Dominion U.
Mary Audrey Korsgaard, U. of South Carolina
Harry J. Sapienza, London Business School / U. of South Carolina

Consequences of Parental Subgroups Within the Joint Venture's Top Management Team
Robert J. Pearce, State U. of West Georgia

The Role of Internal Management in Joint Venture Outcomes: An Upper Echelons Perspective
Jorge A. Gonzalez, Texas A&M U.

Easy Pickings: The Susceptibility of Knowledge Loss Through Opportunism in Joint Ventures
Jeffrey Baer Kaufmann, U. of Illinois, Urbana-Champaign

9:00 am - 10:20 am
Marriott South
Marina F

Research on Women at the Top: Theory Is What Matters Most

What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.

Showcase symposium sponsored by BPS, ENT & GDO

9:00 am - 10:20 am
Marriott North
San Diego B

The Global Manager as a Corporate Diplomat

The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.

Showcase symposium sponsored by BPS, IM & MED

9:00 am - 10:20 am
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MED & TIM

10:40 am - 12:00 pm
Marriott South
Boardroom

Protective Mechanisms

Chair

Michael B. Heeley, Georgia Institute of Technology

Discussants

Bruce T. Lamont, Florida State U.
Gary Ross, Baratt College

Reputational Sanctions and Appropriability: The Effects of Dense Interfirm Linkages and Geographic Clustering

Gerda Gemser, Erasmus U., Rotterdam
Nachoem M. Wijnberg, Erasmus U., Rotterdam

Protecting Your Firm From Your Alliance Partners: Contracts and the Case of Project Based Strategic Alliances
Conor Vibert, Acadia U.

Company Strategies and Institutional Development for the Protection of Intellectual Property: The Case of Software
Martha A. García-Murillo, U. of Minnesota / U. of Southern California

10:40 am - 12:00 pm
Marriott South
Del Mar

Boards of Directors

Chair

John Z. Yang, Fordham U.

Discussants

Bongjin Kim, U. of Pittsburgh
Chamu Sundaramurthy, U. of Kentucky

Too Busy To Serve?: An Examination of the Influence of Overboarded Directors
Ira C. Harris, Texas A&M U.
Katsuhiko Shimizu, Texas A&M U.

Diversity on the Board: An Examination of the Relationship Between Director Diversity and Firm Performance

Amy J. Hillman, Michigan State U.
Ira C. Harris, Texas A&M U.
Albert A. Cannella, Jr., Texas A&M U.
Lawrence Bellinger, Michigan State U.

The Interactive Effects of Board Attributes on Strategic Behavior and Organizational Performance

Bongjin Kim, U. of Pittsburgh
John E. Prescott, U. of Pittsburgh

10:40 am - 12:30 pm
Marriott South
Green Room

The Role of Strategic Planning

Chair

Eugenio Marchese, Cornell U.

Discussants

Michael Levenhagen, California Polytechnic State U.
Richard J. Martinez, Baylor U.

Planning and Preparedness: A Contingency Framework of Strategy Development
William H. A. Johnson, York U.

Is Generative Planning Possible? Connecting Strategic Planning With New Views of Competitive Advantage
Jeanne M. Liedtka, U. of Virginia

Good Strategic Planning--One Reason for Company Survival
Ingrid Bonn, U. of New England, Australia

10:40 am - 12:00 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, ENT, HCM & OMT

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CAREERS

9:00 am - 10:20 am
Westin
Library

Structure and Success in Careers*Chair*

Yoav Vardi, Tel Aviv U.

Discussants

Ethlyn A. Williams, U. of Miami
Stephen Schappe, Pennsylvania State U.,
Harrisburg

*Determinants of Desired Career Path Among
Canadian Engineers*

Michel Tremblay, HEC, Montreal
Thierry Wils, U. of Québec, Hull
Caroline Proulx, HEC, Montreal

*Proactive Personality and Objective and
Subjective Career Success*

Scott E. Seibert, U. of Notre Dame
J. Michael Crant, U. of Notre Dame
Maria L. Kraimer, U. of Illinois, Chicago

*The Structure of Academic Careers in
Organization Science: Accumulative Advantage,
Uncertainty, and Homogenization Perspectives*

Lynda M. Kilbourne, Xavier U.
C. Chet Miller, Cornell U.
Laura B. Cardinal, U. of North Carolina,
Chapel Hill
William H. Glick, Arizona State U.
Yau-De Wang, National Chiaotung U.,
Hsing-Chu

10:40 am - 12:00 pm
Westin
California A

**The Personal Becomes Professional
(and Vice Versa): Managing
Work-Family Relationships**

*Joint symposium sponsored by CAR, GDO &
HR*

CONFLICT MANAGEMENT

9:00 am - 10:20 am
Westin
Imperial

**Examining Relations Between
Negotiators***Chair*

Maurice E. Schweitzer, U. of
Pennsylvania

*Interpersonal Trust in Dyadic Negotiations: A
Dynamic Analysis*

Dora C. Lau, U. of British Columbia

*Compatible Cultural Values and Schemas in
U.S./Israeli Negotiations: Implications for
Joint Gains*

Wendi Adair, Northwestern U.
James J. Gillespie, Northwestern U.
Shirli Koppelman, Northwestern U.
Jeanne M. Brett, Northwestern U.

*Effects of Aspiration and Self-Primacy
Orientation in Dyadic Negotiation Context:
Evidence From the United States, the People's
Republic of China, and Japan*

Ya-Ru Chen, New York U.
Elizabeth Mannix, Columbia U.
Tetsushi Okumura, Shiga U.

9:00 am - 10:20 am
Westin
California C

**The Impact of Trust on Interpersonal
Behaviors**

Joint symposium sponsored by CM & OB

10:40 am - 12:00 pm
Westin
California C

**Advances in Organizational Justice
Theories: The Motivation to Engage
in Dysfunctional Behavior**

Joint symposium sponsored by CM, HR & OB

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8:30 am - 10:20 am
Marriott South
Point Loma

Strategy and Performance of Entrepreneurial Ventures

Chair

Duane Ireland, Baylor U.

Discussants

Byron L. David, City U. of New York
Eileen Fischer, York U.

Competitive Conformity and the Limits to Entrepreneurship

Richard J. Martinez, Baylor U.

Defining and Measuring Innovation as Newness: What Is New, How New, and New to Whom?

Jon-Arild Johannessen, Bodo Graduate School of Business / Agder Research Foundation

Bjoern Olsen, Bodo Graduate School of Business / Nordland Research Institute
G. T. Lumpkin, U. of Illinois, Chicago

Do Linkages With Universities Really Matter? Alliance Profiles of Biotech Ventures and Their Performance Effects

Gerard George, U. of Richmond
D. Robley Wood, Jr., Virginia Commonwealth U.

The Locus of Strategic Decisions: Temporal Stability and Importance in New Ventures

Charles E. Bamford, Texas Christian U.
Thomas J. Dean, U. of Tennessee, Knoxville
Thomas J. Douglas, U. of Evansville

The Relationship of Human Resource Policies and Practices With Performance in High-Technology Entrepreneurial Firms

Jacqueline N. Hood, U. of New Mexico

9:00 am - 10:20 am
Marriott South
Marina F

Research on Women at the Top: Theory Is What Matters Most

What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.

Showcase symposium sponsored by BPS, ENT & GDO

10:40 am - 12:00 pm
Marriott South
Point Loma

Capital Sources and Relationships

Chair

Wayne Grossman, Kansas State U.

Discussants

Roger Hutt, Arizona State U., West
Ralph Kidder, Boston U.

A Rivalry Model of Venture Capitalists and Business Angels and Competitive Advantages

Joo-Heon Lee, Rensselaer Polytechnic Institute
Sankaran Venkataraman, Rensselaer Polytechnic Institute

Certification Reciprocity: An Explanation of Added Value in the Venture Capitalist-IPO Firm Relationship

Heidi M. Neck, U. of Colorado, Boulder
G. Dale Meyer, U. of Colorado, Boulder

Determinants of Required Return in the Venture Capital Context

Sophie Manigart, U. of Ghent
Koen De Waele, U. of Ghent
Mike Wright, U. of Nottingham
K. Robbie, U. of Nottingham
Philippe Desbrières, U. de Bourgogne
Amy Beekman, U. of South Carolina

International Strategic Alliances as Sources of Capital: Evidence From the Biotechnology Industry

Joseph E. Coombs, Rutgers U.
David L. Deeds, Temple U.

U.S., European, and Asian Venture Capitalists' Governance: A Test of Institutional Theory

Garry D. Bruton, Texas Christian U.
Vance Fried, Oklahoma State U.
Sophie Manigart, U. of Ghent

10:40 am - 12:00 pm **Interactive Paper Session**
Marriott South
Marina E *Papers from BPS, ENT, HCM & OMT*

10:40 am - 12:00 pm **The Personal Becomes Professional
(and Vice Versa): Managing
Work-Family Relationships**
Westin
California A
*Joint symposium sponsored by CAR, GDO &
HR*

GENDER & DIVERSITY IN ORGANIZATIONS

9:00 am - 10:20 am **Employee Reactions to Diversity and
Affirmative Action**
Marriott South
Solana

Chair
Maura A. Belliveau, Duke U.

Discussant
Constance Counts, Lesley College

*An Exploratory Analysis of Employees'
Perceptions of Diversity-Related Incidents*
Quinetta M. Roberson, U. of Maryland
Cynthia Kay Stevens, U. of Maryland
Dana McDonald-Mann, Center for
Creative Leadership

*Behind Smiling Faces: Women and
Racial/Ethnic Minorities' Experiences of
Institutional and Social Isolation*
Janice Witt Smith, North Carolina A&T
State U.

Toni Calasanti, Virginia Polytechnic
Institute and State U.

*Self-Interested Ideologies and Attitudes Toward
Affirmative Action in Academe*
Alison M. Konrad, Temple U.
Frank Linnehan, Drexel U.

9:00 am - 10:20 am **Research on Women at the Top:
Theory Is What Matters Most**
Marriott South
Marina F
*What explains the presence and experiences of women
at the ownership/governance apex? How are they
treated? What do they contribute? In this
symposium, we address such questions through
theory-driven research on the antecedents, dynamics,
and consequences of the representation and status of
women corporate directors and women entrepreneurs.*
*Showcase symposium sponsored by BPS, ENT
& GDO*

9:00 am - 10:20 am **Shared Interest Track on Work
and Personal Life**
Marriott South
Torrance
Papers from GDO, IM, OB & RM

10:40 am - 12:00 pm **Shared Interest Track on Sexual
Harassment and Homophobia**
Marriott South
Torrance
Papers from GDO, HR & OB

HEALTH CARE MANAGEMENT

9:00 am - 10:20 am **Underlying Factors and Outcomes of
Decision Making**
Marriott South
Cardiff

Chair
Kathleen Montgomery, U. of California,
Riverside

Discussants
John Hyde, U. of Mississippi Medical
Center
Grant T. Savage, Texas Tech U.

*An Examination of the Boundary Conditions
Circumscribing the Relationship Between
Participative Decision Making and
Organizational Effectiveness*
Hettie A. Richardson, U. of Georgia
Robert J. Vandenberg, U. of Georgia
Terry C. Blum, Georgia Institute of
Technology
Paul M. Roman, U. of Georgia

*Network and Top Management Effects on the
Adoption of Innovative Management Practices:
A Study of TQM in a Public Hospital System*
Gary Jeffrey Young, Boston U.
Kamal R. Desai, Boston U.
Martin P. Charns, Boston U.
Maria Fonseca, U. S. Dept. of Veterans
Affairs
Stephen M. Shortell, Northwestern U.

*The Timing of Medical Technology Acquisition:
Strategic Decision Making in Turbulent
Environments*
Leonard H. Friedman, Oregon State U.
James B. Goes, U. of Alaska, Southeast

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10:40 am - 12:00 pm
Marriott South
Marina D

The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers

Joint symposium sponsored by HCM & OB

10:40 am - 12:00 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, ENT, HCM & OMT

9:00 am - 10:20 am
Westin
California B

Leadership, Trust, and Effective Organizations

The pivotal role of the leader is highlighted in the promotion of trust in contemporary organizations. This is accomplished by focusing on the issue of trust building at several levels of analysis. These levels include interpersonal effectiveness, team effectiveness, organizational effectiveness, and interorganizational effectiveness.

Showcase symposium sponsored by HR, OB & OMT

HUMAN RESOURCES

9:00 am - 10:20 am
Westin
Presidio

Do Rewards Make a Difference? Examining the Consequences of Reward Systems

Chair

Susan M. Burroughs, U. of Tennessee, Knoxville

Discussant

Steve Werner, U. of Houston

Profit Sharing and Firm Performance: A Comparative and Longitudinal Analysis

Michel Magnan, HEC, Montreal

Sylvie St-Onge, HEC, Montreal

Promoting a Healthy Balance Between Individual Achievement and Team Success: The Impact of Hybrid Reward Systems

Nancy R. Katz, Harvard U.

The Use of Decision Making Criteria in Initial Salary Offers: Implications for Organizations

Patricia Lynch, California State U., Long Beach

Wage Dispersion and Organizational Effectiveness: Legitimate or Political Effects?

Jason D. Shaw, Drexel U.

Nina Gupta, U. of Arkansas

John E. Delery, U. of Arkansas

9:00 am - 10:20 am
Westin
Harbor A&B

Contingent Work and Changing Work Relationships: A Panel Discussion

This symposium is a panel discussion by four scholars actively involved in developing theory and conducting research on contingent work and changing work relationships. The objective of the session is to stimulate thought and discussion on the long term effects of contingent work on behavior at work.

Showcase symposium sponsored by HR & OB

9:00 am - 10:20 am
Westin
California A

Causal Inferences and Absenteeism

Joint symposium sponsored by HR & OB

10:40 am - 12:30 pm
Westin
Presidio

Job Design: Setting an Agenda for Research and Practice in the 21st Century Symposium

Co-Chairs

David John Holman, U. of Sheffield

Chris Clegg, U. of Sheffield

Discussant

Edward E. Lawler III, U. of Southern California

Functionalist Approaches to Job Design

Chris Clegg, U. of Sheffield

Interpretivist Perspectives on Job Design

David John Holman, U. of Sheffield

Taylorism in Job Design: A Critique of the 'Standard View'

Paul S. Adler, U. of Southern California

Critical Perspectives on Job Design/Redesign

David Knights, U. of Nottingham

Darren McCabe, UMIST

Postmodernism and Job Design

Frank Blackler, U. of Lancaster

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10:40 am - 12:00 pm **Contemporary Social Issues Impacting HR Practice**
Westin Plaza A

Chair
Lillian T. Eby, U. of Georgia

Discussant
Lucy L. Gilson, Georgia Institute of Technology

Networks and Social Structure in Recruiting Decisions
Sheila Taylor Goins, U. of Chicago

Testing a Model of Work/Family Fit
Christine Leiz Murray, New School for Social Research

Ronald Jay Karren, U. of Massachusetts, Amherst

The Effects of Affirmative Action Policy on Potential Applicants' Perceptions of Organizational Attractiveness
Ian O. Williamson, U. of North Carolina, Chapel Hill

Debra L. Shapiro, U. of North Carolina, Chapel Hill

Value-Added Human Resource Management: An Examination of the Impact of High Performance Work Practices in the Electric Utility Industry
Kyle Luthans, Bloomsburg U. of Pennsylvania

Steven M. Sommer, U. of Nebraska

10:40 am - 12:00 pm **Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior**
Westin California C

Joint symposium sponsored by CM, HR & OB

10:40 am - 12:00 pm **The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships**
Westin California A

Joint symposium sponsored by CAR, GDO & HR

10:40 am - 12:00 pm **Shared Interest Track on Sexual Harassment and Homophobia**
Marriott South Torrance

Papers from GDO, HR & OB

10:40 am - 12:00 pm **Shared Interest Track on High Performance Work Teams**
Westin Balboa

Papers from HR, OB & TIM

10:40 am - 12:00 pm **Shared Interest Track on Outsourcing and Insourcing**
Westin Harbor A&B

Papers from HR, MC & OMT

INTERNATIONAL MANAGEMENT

8:30 am - 10:20 am **Cross Cultural Studies of Managers and Organizations**
Marriott North Columbia 1

Chair
Hans Hansen, U. of Kansas

Discussant
Susan Key, U. of Alabama, Birmingham

The Mexican Entrepreneur: An Ethnographic Study of the Mexican Empresario
Sandra M. Martinez, New Mexico State U.
Peter W. Dorfman, New Mexico State U.

Relational Demography and Relationship Quality: A Study of Supervisor-Subordinate Pairs in the United States and Mexico
Lisa Hope Pelled, U. of Southern California

A Test of Assumed Cluster Homogeneity for Performance Appraisal: An Examination of Four Southeast Asian Countries
Yongsun Paik, Loyola Marymount U.
Charles M. Vance, Loyola Marymount U.
H. Daniel Stage, Loyola Marymount U.

Task Interdependence and Wage Dispersion: An Empirical Study of U.S. and Japanese Manufacturing Plants
Peggy K. Takahashi, U. of San Francisco

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8:30 am - 10:20 am
Marriott North
Columbia 2

Subsidiary Roles and Performance

Chair

Refik Culpan, Pennsylvania State U.,
Harrisburg

Discussant

John William Clarry, Montclair State U.

Roles of Foreign Subsidiaries in Industry Clusters

Julian Mark Birkinshaw, Stockholm
School of Economics
Neil Hood, U. of Strathclyde

Do World Product Mandates Really Matter?

Susan E. Feinberg, U. of Maryland

Operating in Foreign Lands: A Longitudinal Study of the Factors Affecting Survival Rates of U.S. Multinationals Overseas

Steven R. Lovett, San Diego State U.,
Imperial Valley
Leonard G. Love, U. of Texas, Arlington
Gary D. Gregory, U. of Wollongong

Autonomy and Performance in U.S.

Subsidiaries in Mexico City

Steven R. Lovett, San Diego State U.,
Imperial Valley

8:30 am - 10:20 am
Marriott North
Columbia 3

Foreign Entry Mode

Chair

Sumit Kumar Kundu, Saint Louis U.

Discussant

Lois M. Shelton, U. of Illinois, Chicago

Foreign Market Entry Strategies: Integrative Framework, Critical Review, and Future Directions

Deepak K. Datta, U. of Kansas
Pol Herrmann, U. of Kansas

A Choice Between Joint Ventures and Wholly-Owned Subsidiaries: A Test of Transaction Cost Theory and Institutional Perspective

Daphne W. Yiu, U. of Oklahoma
Shige Makino, Chinese U. of Hong Kong

9:00 am - 10:20 am
Marriott North
San Diego B

Formation and Survival of Equity and Non-Equity Based Cross-Border Linkages: Japanese Activities in the U.S.

Sabine B. Reddy, Wayne State U.
Richard N. Osborn, Wayne State U.
Jean-Francois Hennart, U. of Illinois,
Urbana-Champaign

Nature and Ownership Structure of Foreign Direct Investments: An Integrative Model Based on Transaction Cost Economics

Cristina López-Duarte, U. of Oviedo
Esteban Garcia-Canal, U. of Oviedo

The Global Manager as a Corporate Diplomat

*The existing literature explains the need for global
managers and describes some features of global
management. This symposium proposes to go broader
and deeper. New concepts are presented, namely, role
repertoire of global managers, hybrid
cognitive-perceptual ability, and development of
Corporate Diplomats.*

*Showcase symposium sponsored by BPS, IM &
MED*

9:00 am - 10:20 am
Marriott South
Torrance

Shared Interest Track on Work and Personal Life

Papers from GDO, IM, OB & RM

10:40 am - 12:30 pm
Marriott North
Columbia 1

The Expatriate Experience and the Manager's Career: New Research Directions Symposium

Chair

David C. Thomas, U. of Auckland

Discussant

Gregory K. Stephens, Texas Christian U.

The Expatriate Experience: A Critical Review of the Literature

David C. Thomas, U. of Auckland

Expatriation and the Career

Meredith Downes, Illinois State U.

*The Effect of Overseas Experience on
Individuals' Careers*

Sean H. Barry, U. of Auckland

*Impact of Organizational Support on
Expatriate Success: The Moderating Effect of
Career*

Holly B. Tompson, U. of Waikato

10:40 am - 12:00 pm
Marriott North
Columbia 2

**International Joint Ventures:
Learning and Meaning**

Chair

Tailan Chi, U. of Wisconsin, Milwaukee

Discussant

Iris Tiemessen, Bentley College

*A Conceptual Model for Organizational
Learning in Knowledge-Based International Joint
Ventures*

Refik Culpan, Pennsylvania State U.,
Harrisburg

Robert D. Russell, Pennsylvania State U.,
Harrisburg

*Strategic Planning Routines as Meta-Routines:
Interpartner Learning in an International Joint
Venture*

Daniel S. Fogel, U. of Pittsburgh
Ravindranath Madhavan, U. of Illinois,
Urbana-Champaign

*Interfirm Diversity and the Management of
Meaning in International Strategic Alliances*

Rajesh Kumar, Aarhus School of
Business

Poul Andersen, Aarhus School of
Business

10:40 am - 12:30 pm
Marriott North
Columbia 3

The IM Division Reflects

Division Chair

J. Michael Geringer, California
Polytechnic State U.

Program Chair

Douglas Nigh, U. of South Carolina

Once Around the Culture Track

Facilitators

Nakiye A. Boyacigiller, San Jose State U.

Hans Hansen, U. of Kansas

Tatiana Kostova, U. of South Carolina

Brainstorming for the 1999 IM Program

Facilitators

Farok J. Contractor, Rutgers U., Newark
Stephen B. Tallman, Cranfield U. / U.
of Utah

Nakiye A. Boyacigiller, San Jose State U.

J. Michael Geringer, California
Polytechnic State U.

MANAGEMENT EDUCATION & DEVELOPMENT

9:00 am - 10:20 am
Marriott North
Torrey 1&2



**Video, Hypermedia, Multimedia, and
Paper Cases, Cooperative Learning**

Chair

William H. A. Johnson, York U.

Discussants

Amy Hietapelto, Michigan
Technological U.

Janet Romaine, McMaster U.

*Cooperative Learning in the Principles of
Management Course: How to Structure
Cooperation Among Students*

Julie I. Siciliano, Western New England
College

*Student Reactions to Three Versions of a
Strategic Management Case: Paper,
Hypermedia, and Multimedia*

Charles W. Boyd, Southwest Missouri
State U.

Mary K. Coulter, Southwest Missouri
State U.

*What Matters Most? Enhancing Instructional
Effectiveness via Video Case Studies: An
Example Using Value Chains*

Michael Levenhagen, California
Polytechnic State U.

J. Michael Geringer, California
Polytechnic State U.

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9:00 am - 10:20 am
Marriott North
San Diego B

The Global Manager as a Corporate Diplomat

The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.

Showcase symposium sponsored by BPS, IM & MED

9:00 am - 10:20 am
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MED & TIM

10:40 am - 12:00 pm
Marriott North
Torrey 1&2

Site Visits, Action Projects, Presenting Problem Solving



Chair

Terrell Manyak, Nova Southeastern U.

Discussant

John Hendry, U. of Cambridge

Expert Strategies for Poor-Performing Students in Technical Courses

Daniel A. Sankowsky, Suffolk U.

Maximizing the Value of Site Visits in Management Education

André M. Everett, U. of Otago

Yim Yu Wong, San Francisco State U.

The Design of the Action Project in Work-Based Learning

Joseph A. Raelin, Boston College

10:40 am - 12:00 pm
Marriott North
Torrey 3

A Discussion of Revolutionizing Management Education and Development



Chair

James A.F. Stoner, Fordham U.

Discussant

Steven Papamarcos, St. John's U., New York

Revolutionizing Management Education and Development: The Worldwide Masters of Practicing Management

Henry Mintzberg, McGill U.

Jonathan Gosling, Lancaster U.

Nancy Badore, Executive Development

10:40 am - 12:00 pm
Marriott South
Marina F

Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models

The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.

Showcase symposium sponsored by MED, PNS & SIM

10:40 am - 12:00 pm
Marriott North
San Diego A

What Matters Most in Transformation: Economic and Spiritual Arguments for Individual, Organizational, and Societal Change

Joint symposium sponsored by MED & ODC

MANAGEMENT HISTORY

10:40 am - 12:00 pm
Marriott South
Carlsbad

Strategy and Structure: The Evolution of Strategy and the Impact of Technology

Chair

Richard H. Franke, Loyola College

Discussants

Sharon Topping, Sheps Center, U. of North Carolina

Chester S. Spell, U. of Waikato

John C. Hannon, Florida Institute of Technology

Historical Development of Strategic Management Through Technological Discontinuities and Dominant Designs
Pol Herrmann, U. of Kansas

Tracing the Evolution of Strategic Management: A Loglinear Cross-Citation Analysis
Maris G. Martinsons, City U. of Hong Kong

James E. Everett, U. of Western Australia

A Retrospective of Information Technology's Impact on Organizational Structure: An Information Processing Perspective
Clay Dibrell, U. of Memphis
Thomas R. Miller, U. of Memphis

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MANAGERIAL CONSULTATION

8:30 am - 10:20 am
Marriott South
Carlsbad

Consulting Case Studies

Chair

Walter J. Wheatley, U. of West Florida

Discussant

Terry Armstrong, U. of West Florida

Getting 'Fragged' by the Client: A Descriptive Study of the Subversion of Change Agents

Cliff Cheng, U. of Southern California

The Role of Cognitive Type in the Data Feedback Process or 'What Do You Mean I'm Unprofessional and You Never Want to See Me Again?'

Charles S. Mathews, Florida Gulf Coast U.

10:40 am - 12:00 pm
Westin
Harbor A&B

Shared Interest Track on Outsourcing and Insourcing

Papers from HR, MC & OMT

MANAGERIAL & ORGANIZATIONAL COGNITION

10:40 am - 12:00 pm
Westin
Sierra

Organizing Cognitive Communities: Farmers' Markets, Medical Sects, and the U.S. Intelligence

Symposium

Co-Chairs

Margaret Brindle, Carnegie Mellon U.
Elizabeth Goodrick, State U. of New York, Buffalo

Discussant

Joseph F. Porac, U. of Illinois, Urbana-Champaign

Using the Market to Create Cognitive Community: The Development of South Louisiana Farmers' Markets

David L. Deephouse, Louisiana State U.

The Strategic Management of Loosely Coupled Systems: Findings From the Reorganization of U.S. Intelligence

James Douglas Orton, HEC, Paris

The Rise and Fall of Medical Sectarianism: Maverick Groups That Changed the Organization and Practice of Medicine
Margaret Brindle, Carnegie Mellon U.
Elizabeth Goodrick, State U. of New York, Buffalo

OPERATIONS MANAGEMENT

10:40 am - 12:00 pm
Marriott North
Manchester 2

Strategic Consensus in Operations: Who Cares?

Chair

David M. Dilts, U. of Waterloo

Strategic Consensus in the Plant: Marching to the Beat of a Different Drummer?

Christopher M. McDermott, Rensselaer Polytechnic Institute
Kenneth K. Boyer, DePaul U.

What Matters Most? How About the Alignment Between Manufacturing Priorities of General Managers and Manufacturing Managers

Maheshkumar P. Joshi, Saint Joseph's U.
Ravi Kathuria, Saint Joseph's U.
Stephen J. Porth, Saint Joseph's U.

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ORGANIZATION & MANAGEMENT THEORY

9:00 am - 10:20 am
Marriott South
Warner Center

New Directions in Organizational Ecology

Chair

David Grazman, U. of Southern California

Discussant

James B. Wade, U. of Illinois, Urbana-Champaign

Age Dependence in Organizational Mortality Rates: Computational Models and Empirical Comparisons

Alessandro Lomi, U. of Bologna
Erik Reimer Larsen, U. of Bologna

Foundings of American Medical Schools, 1765-1930: Ecological and Neoinstitutional Predictions

Richard Mark Weiss, U. of Delaware
Lynn E. Miller, La Salle U.

When David Meets Goliath: An Empirical Investigation of the U.S. Optoelectronics Manufacturing Industry, 1987-1996
Michael E. Dobbs, U. of Texas, Dallas

9:00 am - 10:20 am
Marriott South
Coronado

Organizational and Individual Trust

Chair

Jacqueline R. Meszaros, U. of Washington, Bothell

Discussant

Tina M. Dacin, Texas A&M U.

Behavioral Integrity: The Fit Between Words and Deeds as a Research Focus

Tony L. Simons, Cornell U.

The Nature, Antecedents, and Consequences of Joint Venture Trust

Andrew C. Inkpen, Thunderbird
Steven C. Currall, Rice U.

The Risk of Trust: A Conceptual Analysis

T. K. Das, City U. of New York
Bing-Sheng Teng, City U. of New York

9:00 am - 10:20 am
Westin
California B

Leadership, Trust, and Effective Organizations

The pivotal role of the leader is highlighted in the promotion of trust in contemporary organizations. This is accomplished by focusing on the issue of trust building at several levels of analysis. These levels include interpersonal effectiveness, team effectiveness, organizational effectiveness, and interorganizational effectiveness.

Showcase symposium sponsored by HR, OB & OMT

9:00 am - 10:20 am
Marriott North
San Diego A

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

10:40 am - 12:00 pm
Marriott South
Warner Center

Groups, Culture, and Inclusion

Chair

Karen L. Newman, Georgetown U.

Discussant

Marta M. Elvira, U. of California, Irvine

Conference Proceedings Paper

A Test of the Leadership-Culture-Performance Model Within a Large Dutch Financial Organization

Celeste P. M. Wilderom, Tilburg U.
Peter T. van den Berg, Tilburg U.

Conference Proceedings Paper

Individual Demographic Dissimilarity and Organizational Inclusion: A Field Investigation

Lisa Hope Pelled, U. of Southern California

Gerald E. Ledford, U. of Southern California

Susan Albers Mohrman, U. of Southern California

Male and Female Behavioral Patterns in Small Groups: An Evolutionary Perspective and Review of the Literature

Stephen M. Colarelli, Central Michigan U.
Douglas Haaland, Central Michigan U.
Ryan Muir, Central Michigan U.

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10:40 am - 12:00 pm
Marriott South
Coronado

Institutions in an International Framework

Chair

Barbara Simpson, U. of Auckland

Discussant

Christina Linn Ahmadjian, Columbia U.

Economics, Politics, and Nations: The Multidivisional Structure in France, Germany, and the U.K., 1983-1993

Richard C. Whittington, Oxford U.

Michael Mayer, U. of Glasgow

Francesco Curto, U. of Warwick

Headquarters Control of Foreign Subsidiaries: The Role of International Interdependence in an Agency Theory Framework

Sharon O'Donnell, U. of Delaware

The Hidden Hand and the License Raj: Examining the Relationship Between Age and the Growth of Firms in India

Sumit Kumar Majumdar, U. of Michigan

Pradeep Kumar Chhibber, U. of Michigan

Top Management Teams Within the Context of Institutional and Economic Restructuring: The Turkish Case

Sibel Yamak, Galatasaray U.

Behlul Usdiken, Bogazici U.

10:40 am - 12:00 pm
Westin
Harbor A&B

Shared Interest Track on Outsourcing and Insourcing

Papers from HR, MC & OMT

10:40 am - 12:00 pm
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, ENT, HCM & OMT

ORGANIZATION DEVELOPMENT & CHANGE

9:00 am - 10:20 am

Westin

Plaza B&C

Grounding Theory: Ordinal and Impactful Change, Looking to Cases Around the World

Chair

Kurt Motamedi, Pepperdine U.

Discussants

Andrea T. Goeglein, ConServ

International

S. Gayle Baugh, U. of West Florida

First- and Second-Order Change: Strengthening Our Understanding and Definition Through an Empirical Investigation

Karen S. Whelan, Samford U.

Judith R. Gordon, Boston College

Why Training Has Limited Contribution to Individuals' Adaptability to Change: Some New Evidence

Elena P. Antonacopoulou, U. of Warwick

Predictors of Organizational Change: A Study of the Adoption of Innovative Human Resource Practices in the Steel Industry

Linda Christie, George Mason U.

TQM and Organizational Change: A Longitudinal Study of the Impact of a TQM Intervention on Work Attitudes

Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Science

Organizational Development in Rural Egypt: A Comparison of Three Processes of Change

Wesley D. Sine, Cornell U.

9:00 am - 10:20 am

Marriott North

San Diego A

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

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10:40 am - 12:30 pm
Westin
Plaza B&C

**What Matters Most: A Spiritual
'Re-Vision' of Organization and
Leadership**
Symposium

Chair
Andre' L. Delbecq, Santa Clara U.

Discussant
Lee Robbins, Golden Gate U.

*The Emergence of 'Secular Corporate
Spirituality' and Its Visions for Organization
and Leadership*

James J. McGee, Graduate Theological
Union / U. of California, Berkeley

*What Matters Most: Senior Leadership
Re-Visioning--A Christian Spiritual Perspective*
Andre' L. Delbecq, Santa Clara U.

*A Restoration of Spirit Through the Shaman's
Path*
Kathleen Kane, U. of San Francisco

*An It Harm None, Do What Ye Will: A
Neo-Pagan Re-Vision of Organization*
Robert Silvers, Central Washington U.

*How Buddhist Principles and Values Might Be
Embodied in Organizations*
Judith White, California State U.,
Monterey Bay

10:40 am - 12:00 pm
Marriott North
San Diego A

**What Matters Most in
Transformation: Economic and
Spiritual Arguments for Individual,
Organizational, and Societal Change**

Joint symposium sponsored by MED & ODC

9:00 am - 10:20 am
Westin
Coronado

*Coworkers Who Care: The Implications of
Empathy for Interpersonal Trust*
Michele Williams, U. of Michigan

*Trust and the Emergence of Role Behaviors in
an Increasingly Complex and Ambiguous Work
Place: A Resource-Exchange Perspective*
Ernest Stark, Bellevue U.
Linda Thomas, Bellevue U.

Conference Proceedings Paper
*Reassessing the Role of Interpersonal Trust in
Organizational Settings*
Kurt T. Dirks, U. of Illinois,
Urbana-Champaign
Donald L. Ferrin, U. of Minnesota

**The Role of Emotion in
Organizational Behavior**

Chair
Joan F. Brett, Tulane U.

Discussant
Jon Hartwick, McGill U.

*A Proposed Taxonomy for Conducting Future
Research Into the Role of Emotions in Work
Life*
Courtney Shelton Hunt, U. of Delaware

*Exploring the Dimensions of Emotion Labor:
The Heart of Hochschild's Work*
Susan M. Kruml, Briar-Cliff College
Deanna Geddes, Temple U.

*Mood and Emotions While Working: Missing
Pieces of Job Satisfaction?*
Cynthia D. Fisher, Bond U.

9:00 am - 10:20 am
Westin
California B

**Leadership, Trust, and Effective
Organizations**

*The pivotal role of the leader is highlighted in the
promotion of trust in contemporary organizations.
This is accomplished by focusing on the issue of trust
building at several levels of analysis. These levels
include interpersonal effectiveness, team effectiveness,
organizational effectiveness, and interorganizational
effectiveness.*

*Showcase symposium sponsored by HR, OB &
OMT*

8:30 am - 10:20 am
Westin
Santa Fe

**Friendship and Trust in
Organizational Settings**

Chair
Maria Rotundo, U. of Minnesota

Discussant
Stephan Motowidlo, U. of Florida

*Friendship in Organizations: The Case for a
Multidimensional Construct*
Markus Vodosek, U. of Michigan

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9:00 am - 10:20 am
Westin
Harbor A&B

Contingent Work and Changing Work Relationships: A Panel Discussion

This symposium is a panel discussion by four scholars actively involved in developing theory and conducting research on contingent work and changing work relationships. The objective of the session is to stimulate thought and discussion on the long term effects of contingent work on behavior at work.

Showcase symposium sponsored by HR & OB

9:00 am - 10:20 am
Marriott North
San Diego C

Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence

Joint symposium sponsored by OB & OCIS

9:00 am - 10:20 am
Westin
California A

Causal Inferences and Absenteeism

Joint symposium sponsored by HR & OB

9:00 am - 10:20 am
Westin
California C

The Impact of Trust on Interpersonal Behaviors

Joint symposium sponsored by CM & OB

9:00 am - 10:20 am
Marriott South
Torrance

Shared Interest Track on Work and Personal Life

Papers from GDO, IM, OB & RM

10:40 am - 12:00 pm
Westin
Santa Fe

Power, Influence, and Getting Things Done: The Critical Role of Trust

Symposium

Co-Chairs
Roy J. Lewicki, Ohio State U.
Roger C. Mayer, Baylor U.

Discussant
Gretchen Spreitzer, U. of Southern California

The Effects of Supervisory Power and Influence on Employee Trust: A Longitudinal Field Study
Roger C. Mayer, Baylor U.
James H. Davis, U. of Notre Dame

Trust, Influence, and Leadership
Roy J. Lewicki, Ohio State U.

Reinterpreting Dyadic Leadership From a Trust Perspective: Leader-Member Exchange as a Domain Specific Model of Trusting Behavior
Holly H. Brower, Purdue U.
F. David Schoorman, Purdue U.
Hwee Hoon Tan, National U. of Singapore

Collective Paranoia and Self-Defeating Group Behavior: Effects of Distrust and Suspicion on Dysfunctional Influence Behavior Within Organizational Groups
Roderick M. Kramer, Stanford U.
Benjamin Hanna, Stanford U.

10:40 am - 12:00 pm
Westin
Coronado

Determinants of Team Outcomes

Chair
Susan E. Brodt, Duke U.

Discussant
Miguel A. Quinones, Rice U.

Climate for Creativity in Virtual Teams
Jill Nemiro, Claremont Graduate U. / California School of Professional Psychology

Effects of Task and Pay Interdependence and Their Mediators on Performance
Cathy C. Durham, Pepperdine U.
Edwin A. Locke, U. of Maryland

Time Matters in Group Task Performance: A Longitudinal Comparison of Natural, Coacted, and Quasi Groups
David A. Harrison, U. of Texas, Arlington

Anna T. Florey, U. of Texas, Arlington
Joseph E. McGrath, U. of Illinois, Urbana-Champaign
Scott W. VanderStoep, Hope College

Person-Team Fit: Exploring the Nature of Congruence in Work Teams
David J. Glew, Texas A&M U.

10:40 am - 12:00 pm
Westin
California C

Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior

Joint symposium sponsored by CM, HR & OB

10:40 am - 12:00 pm
Marriott South
Marina D

The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers

Joint symposium sponsored by HCM & OB

10:40 am - 12:00 pm
Marriott North
San Diego C

Knowledge Use and Propagation in Project/Development Teams

Joint symposium sponsored by OB & TIM

10:40 am - 12:00 pm
Marriott South
Torrance

Shared Interest Track on Sexual Harassment and Homophobia

Papers from GDO, HR & OB

10:40 am - 12:00 pm
Westin
Balboa

Shared Interest Track on High Performance Work Teams

Papers from HR, OB & TIM

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

8:30 am - 10:20 am
Marriott North
Manchester 2

New Approaches to Technological Effects

Chair

John Lundin, U. of North Carolina,
Greensboro

Discussants

Daniel Robey, Georgia State U.

John Carlson, U. of Utah

John Lundin, U. of North Carolina,
Greensboro

Software Development Teams: The Impact of Distribution and Process Coordination Mechanisms on Subjective Understanding

Pamela E. Carter, Florida State U.

John E. Galvin, Florida State U.

Computer Efficacy: Determinants, Consequences, and Malleability

William L. Gardner, U. of Mississippi

Elizabeth J. Rozell, Missouri Southern
State College

Software Maintenance Process Flexibility: Conceptualization, Measurement, and Validation

Kay Marie Nelson, U. of Kansas

Keri E. Pearlson, U. of Texas, Austin

Sucheta Subhash Nadkarni, U. of Kansas

9:00 am - 10:20 am
Marriott North
San Diego C

Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence

Joint symposium sponsored by OB & OCIS

ORGANIZATIONS & THE NATURAL ENVIRONMENT

8:30 am - 10:20 am
Marriott South
Leucadia

When Does the Environment Matter? Values, Leadership, and Managerial Interpretation

Chair

Mark Starik, George Washington U.

Discussant

Pratima Bansal, Georgia State U.

Corporate Greening and Environmental Protection Performance: Static and Dynamic Analysis

Ilan B. Vertinsky, U. of British Columbia

Charlene E. Zietsma, U. of British
Columbia

Conference Proceedings Paper

Framing Green Issues as Greenbacks: How Sponsors of Environmental Issues Get Heard
Lynne M. Andersson, Saint Joseph's U.

The Biotechnology Industry and Strategies of Biodiversity Conservation: The Influence of Managerial Interpretations and Risk Propensity
Sanjay Sharma, Saint Mary's U., Halifax
Oliver Nguan, Saint Mary's U., Halifax

Leadership in the Environmental Sector: An Examination of Values, Leadership Styles, and Organizational Contexts

Carolyn P. Egri, Simon Fraser U.

Susan Herman, Keene State College

PUBLIC & NONPROFIT SECTOR

9:00 am - 10:20 am **Trust and Distrust of Government: A View From the Trenches**

Marriott South
Marina D

Joint symposium sponsored by PNS & SIM

10:40 am - 12:30 pm **Contracting, Governance, and Investment**

Marriott South
Cardiff

Chair

Robert Rodgers, U. of Kentucky

Discussants

Peter Frumkin, Harvard U.

Samir M. Youssef, American U., Cairo

Board Performance and Organizational Effectiveness of Local Units of a National Nonprofit Organization

Jack C. Green, Pepperdine U.

Thomas J. Dudley, Pepperdine U.

Privatization of Social Services: A Systems Model for Effective Contracting

Barbara Peat, Indiana U., South Bend

Dan L. Costley, New Mexico State U.

Venture Capital Characteristics: The Basis for Distinction Between the Foundation's Roles as Investor and Donor

Laquita C. Blockson, U. of Pittsburgh

10:40 am - 12:00 pm **Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models**

Marriott South
Marina F

The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.

Showcase symposium sponsored by MED, PNS & SIM

RESEARCH METHODS

8:30 am - 10:20 am **Method Matters: Writing Our Way In**

Marriott North
Torrey 3

Symposium

Chair

Christa Walck, Michigan Technological U.

Bringing Mind Back Into Research Methods: Is Multiple Inquiry Possible?

David M. Boje, New Mexico State U.

Writing as a Research Method for Exploring Organization

Christa Walck, Michigan Technological U.

Highlighting Variation in the Composition of Journal Articles: Writing the Relationship Between Theory and Observation

Karen D. Locke, College of William and Mary

What Could an Interpretive Method Be?

Gib Akin, U. of Virginia

9:00 am - 10:20 am **Shared Interest Track on Work and Personal Life**

Marriott South
Torrance

Papers from GDO, IM, OB & RM

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SOCIAL ISSUES IN MANAGEMENT

8:30 am - 10:20 am
Marriott South
Santa Rosa

Corporate Reputation, Performance, and Philanthropy

Chair

John Steiner, California State U., Los Angeles

Discussants

Ray Jones, U. of Pittsburgh
Todd Saxton, Indiana U., Bloomington

The Social Performance Component of Corporate Reputation Ratings

Eugene Walter Szwajkowski, U. of Illinois, Chicago
Raymond E. Figlewicz, U. of Michigan, Dearborn

Corporate Philanthropy as a Tool to Manage Corporate Reputation Among Stakeholder Groups

James D. Werbel, Iowa State U.
Max S. Wortman, Iowa State U.

The Importance of Being Earnest: Antecedents of In-Kind Giving by Medium-Sized Firms

Ann K. Buchholtz, U. of Georgia
Allen C. Amason, U. of Georgia
Matthew A. Rutherford, U. of Georgia

The Effect of Corporate Social Performance on Extra-Role Behavior: A Cross-Level Approach

Rebecca A. Luce, Michigan State U.

9:00 am - 10:20 am
Marriott South
Marina D

Trust and Distrust of Government: A View From the Trenches

Joint symposium sponsored by PNS & SIM

10:40 am - 12:00 pm
Marriott South
Santa Rosa

Diversity in the Workplace

Chair

Kathryn S. Rogers, Pitzer College

Discussants

Craig P. Dunn, San Diego State U.
Lynn Bowes-Sperry, James Madison U.

Workforce Diversity and Organizational Effectiveness: An Industry-Level Investigation of the Effects of Female and Ethnoracial Participation

Hubert S. Morrisette, Forrester Research
Dwight D. Frink, U. of Mississippi
Robert K. Robinson, U. of Mississippi
Brian Reithel, U. of Mississippi

Conference Proceedings Paper

Understanding Psychological Contracts of Racioethnic Groups in Culturally Diverse Organizations

Bella L. Galperin, Concordia U.
Gary Johns, Concordia U.

Affirmative Action and Human Resource Strategies in the Public and Private Sectors: A Pilot Study of the Interaction of Anti-Affirmative Action Policies and Events

Gwendolyn Marizett Combs, U. of Nebraska

10:40 am - 12:00 pm
Marriott South
Marina F

Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models

The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.

Showcase symposium sponsored by MED, PNS & SIM

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TECHNOLOGY & INNOVATION MANAGEMENT

8:30 am - 10:20 am
Marriott North
Manchester 1

Dynamics of I.T. Firms

Chair

Michael D. Lord, Wake Forest U.

Discussant

Ramon J. Aldag, U. of Wisconsin

Complementary Products and Modular Innovation in the Computer Industry

Annabelle Gawer, Massachusetts Institute of Technology

Does Cyber David Have Paper Goliath on the Run? An Examination of Newcomer and Incumbent Entrants Into a Subfield of the Magazine and Newspaper Publishing Industry

Alan B. Eisner, Pace U.

Quintus Jett, Rice U.

Helaine J. Korn, City U. of New York

Growth and Evolution of Packaged Software Firms: A Theoretical Framework and Some Implications

Satish Nambisan, National U. of Singapore

Transmutational Change: Exploration and Exploitation in the Web Browser Market

Raghu Garud, New York U.

Sanjay Jain, New York U.

Corey Phelps, New York U.

9:00 am - 10:20 am
Marriott North
San Diego A

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

9:00 am - 10:20 am
Marriott South
Marina E

Interactive Paper Session

Papers from BPS, MED & TIM

10:40 am - 12:30 pm
Marriott North
Manchester 1

Technology Strategy for Competitive Advantage

Chair

Kristen Bell DeTienne, Brigham Young U.

Discussant

Neil Jones, U. of Western Ontario

A Reexamination of Product and Process Innovations Using a Knowledge Based View

Shanthi Gopalakrishnan, Fairleigh Dickinson U.

Paul E. Bierly, James Madison U.

Eric H. Kessler, Pace U.

Innovative Productivity of U.S.

Biopharmaceutical Start-Ups: Insights From Industrial Organization and Strategic Management

Bart Clarysse, U. of Ghent

Koenraad Debackere, Katholieke U., Leuven

Peter Temin, Massachusetts Institute of Technology

Technological Predictors of the Propensity to Acquire

Kulwant Singh, National U. of Singapore

What Kinds of Knowledge Matter Most in the Race to Market: A Comparison of Product and Process Driven Market Windows

Russell Wayne Wright, U. of Illinois, Urbana-Champaign

10:40 am - 12:00 pm
Marriott North
San Diego C

Knowledge Use and Propagation in Project/Development Teams

Joint symposium sponsored by OB & TIM

10:40 am - 12:00 pm
Westin
Balboa

Shared Interest Track on High Performance Work Teams

Papers from HR, OB & TIM

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