# Business Policy and Strategy

**Program Chair:** Ming-Jer Chen, University of Pennsylvania  
**Workshop Chair:** Albert A. Cannella Jr, Texas A&M University

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<thead>
<tr>
<th>Time</th>
<th>Regular Program</th>
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<td>1:00 pm</td>
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<td>5:00 pm</td>
<td><strong>BPS Doctoral Consortium • HW: Hong Kong</strong></td>
<td><strong>BPS/OMT/RM/MOC: Conversations to Build Theory in Transdisciplinary Research • HW: Horner</strong></td>
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<td><strong>Critical Mgmt. Workshop • HW: Dusabale</strong></td>
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<td><strong>BPS Doctoral Consortium • HE: Columbus G</strong></td>
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<td><strong>BPS Cutting Edge Empirical Methods • HW: Hong Kong</strong></td>
<td><strong>BPS &amp; OMT: The Craft of Review • HW: Toronto</strong></td>
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<td>3:00 pm</td>
<td><strong>Economic Sociology • HE: GndBall F</strong></td>
<td><strong>Critical Management Studies: B • HW: Comiskey</strong></td>
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<td><strong>BPS New Faculty Consortium • HE: Columbus H</strong></td>
<td><strong>Critical Management Studies: C • HW: Comiskey</strong></td>
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<td><strong>Welcome • HW: Regency Ball A(S)</strong></td>
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<td>8:30 am</td>
<td><strong>P: Innovation and Learning • HW: Toronto</strong></td>
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<td><strong>P: Executive Leadership • HW: Acapulco</strong></td>
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<td><strong>P: Executive Compensation • HW: Acapulco</strong></td>
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<td><strong>P: Cognition in Strategy • HW: Acapulco</strong></td>
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<td><strong>P: Technical Innovation • HW: Acapulco</strong></td>
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<td><strong>P: CEO’s, Status Quest, Performance • HW: Acapulco</strong></td>
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<td><strong>P: Diversification • HW: Acapulco</strong></td>
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<td><strong>P: Strategic Groups and Barriers • HW: Acapulco</strong></td>
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### Business Policy and Strategy

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<tr>
<th>Time</th>
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<tr>
<td>5:30 pm</td>
<td>101: M: Business Meeting ● HW: Regency Ball A(S)</td>
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<td>102: Social ● HW: Regency Ball A(S)</td>
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<td>8:30 am</td>
<td>103: Organizational Learning ● HW: Acapulco</td>
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<td>104: Intangible Resources ● HW: Toronto</td>
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<td>105: Global Networks ● HW: Regency Ball A(S)</td>
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<td>10:40 am</td>
<td>111: S: Universities Bear Technology ● HW: Acapulco</td>
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<td>112: Joint Venture Strategies ● HW: Toronto</td>
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<td>113: Mergers and Acquisitions ● HW: Regency Ball A(S)</td>
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<td>12:20 pm</td>
<td>114: F: Hybrid Governance ● HW: Acapulco</td>
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<td>115: Evaluating Performance ● HW: Toronto</td>
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#### Friday 5:00 pm

**369. Doctoral Consortium**

- 5:00-9:00 Hyatt West: Hong Kong
  Preregister with Julia Liebeskind at (213) 740-0749 or liebesk@rcf.usc.edu

Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.


#### Saturday 8:00 am

**371. BPS New Faculty Consortium**

- 8:00-5:00 Hyatt East: Columbus G
  Preregister with Margaret Petheral (612) 626-7559 or mpetheral@csom.umn.edu

Organizers: Margaret A. Peteraf, U. of Minnesota; S. Akbar Zaheer, U. of Minnesota

Panel: Allan Afuah, U. of Michigan; Karel Cool, INSEAD; Curtis M. Grimm, U. of Maryland; Dawn Harris, Loyola U., Chicago; Michael Lawless, Duke U.; Joseph Mahoney, U. of Illinois; Rita Gunther McGrath, Columbia U.; Vincenzo Perrone, Bocconi U.; Lacy Glenn Thomas, III, Emory U.; Margarethe F. Wiersema, U. of California, Irvine

**372. Cutting Edge Empirical Methods in Strategy Research**

- 1:00-4:00 Hyatt West: Hong Kong
  Organizer: Michael J. Leiblein, Ohio State U., Columbus
  Presenters: David L. Kang, Harvard U.; Michael J. Leiblein, Ohio State U., Columbus; Ravindranath Nadhavan, U. of Illinois, Urbana-Champaign; Brian S. Silverman, Harvard U.

#### Saturday 3:00 pm

**373. Economic Sociology Meets Strategy and management**

- 3:00-6:00 Hyatt East: GndBall F


#### Sunday 8:00 am

**374. BPS Doctoral Consortium**

- 8:00-12:00 Hyatt East: Columbus G
  Preregister with Julia Liebeskind at (213) 740-0749 or liebesk@rcf.usc.edu

Organizers: Julia P. Liebeskind, U. of Southern California; Anita M. McGahan, Harvard U.


**375. BPS New Faculty Consortium**

- 8:00-12:00 Hyatt East: Columbus H
  Preregister with Margaret Petheral (612) 626-7559 or mpetheral@csom.umn.edu

Organizers: Margaret A. Peteraf, U. of Minnesota; S. Akbar Zaheer, U. of Minnesota

Panel: Allan Afuah, U. of Michigan; Karel Cool, INSEAD; Curtis M. Grimm, U. of Maryland; Dawn Harris, Loyola U., Chicago; Michael Lawless, Duke U.; Joseph Mahoney, U. of Illinois; Rita Gunther McGrath, Columbia U.; Vincenzo Perrone, Bocconi U.; Lacy Glenn Thomas, III, Emory U.; Margarethe F. Wiersema, U. of California, Irvine

**376. BPS Workshop Consortium: Managing Your Dissertation**

- 9:00-12:00 Hyatt West: Field
  Preregister with Anne Ranft at (304) 594-3072 or aranft@wvu.edu

Organizer: Annette L. Ranft, West Virginia U.

Monday 8:00 am

Panel: Brian Golden, U. of Western Ontario; Myra Hart, Harvard U.; Neil Jones, U. of Western Ontario

Discussant: Donald N. Sull, London Business School

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

Monday 8:30 am

Panel: Ricard Q. Hervas, U. Commerciales, Montreal; Veronika Kisfalvi, Ecole des Hautes Etudes Commerciales, Montreal

Discussant: Gordon Walker, Southern Methodist U.

8:30-10:20 Hyatt West: Regency Ball A

Chair: Kazuhiro Asakawa, Keio Business School
The Role of Emergent Initiatives in Strategic Renewal, Steven W. Floyd, U. of Connecticut
Ephemeral Resources and Firm Knowledge Stocks: The Case of the Contingent Workforce, Sharon F. Matusik, Rice U.
The Antecedents and Consequences of Innovation Search: A Longitudinal Study, Gautam Ahuja, U. of Texas, Austin; Riitta Katila, U. of Texas, Austin
Knowledge Creation Through Organizational Routines, Ann McFadyen, Texas A&M U.; Albert A. Cannella, Jr., Texas A&M U.
Inventor Productivity as a Function of knowledge Renewal, Ann McFadyen, Texas A&M U.; Albert A. Cannella, Jr., Texas A&M U.

Monday 10:40 am

Panel: William Acar, Kent State U.

Discussant: David J. Flanagan, Western Michigan U.

10:40-12:00 Hyatt West: Regency Ball A

Chair: Janice A. Black, New Mexico State U.
Strategic Renewal: Four Dynamic Mechanisms for Responding to Environmental Change, Charles Baden-Fuller, City U. Business School; Henk Volberda, Erasmus U., Rotterdam
An Empirical Test of Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischniefsky, Rutgers U.

10:40-12:00 Hyatt West: McCormick

Chair: Jay Dial, Case Western Reserve U.
The Impact of Product and International Diversification Strategy on the Corporate Performance: Spanish Case, María Luisa Ramírez-Alesón, U. of Zaragoza/Temple University; Manuel Antonio Espitia-Escueta, U. de Zaragoza
Option Potential and the Innovator's Dilemma: Resource Commitment to Uncertain New Projects, Rita Gunther McGrath, Columbia U.; Paola Dubini, Bocconi U., Milan
Entry Timing and Option Value, Kent D. Miller, New York U.; Timothy B. Polta, Purdue U., West Lafayette
Facing the Uncertain Environment from Technological Discontinuities: Hedging as a Technology Choice Strategy, Donald E. Hatfield, Virginia Polytechnic Institute and State U.; Linda F. Tegarden, Virginia Polytechnic Institute and State U.; Ann E. Echols, Virginia Polytechnic Institute and State U.

10:40-12:00 Hyatt West: Acapulco

Chair: Jean B. McGuire, Concordia U., Montreal
The Other Side Of The Coin: Principal Opportunism In Agency Relationships, Jay Dial, Case Western Reserve U.; Asghar Zardkoohi, Texas A&M U.
Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Kimberly Michelle Ellis, Florida State U.; Bruce T. Lamont, Florida State U.; V. Sambamurthy, U. of Maryland
Incentive-Based Compensation and Firm R&D Intensity, Daniel Rodriguez, Emory U.
Incentive Alignment or Co-optation? Outside Director Compensation at Large, Publicly-Traded U.S. Firms, Gary T. Moskowitz, Southern Methodist U.
The Impact of Capital Markets on Compensation Incentives, Organizational Slack, and Firm Innovation, Michael N. Young, Chinese U. of Hong Kong

Published in Conference Proceedings

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385. Paper: Social Capital
- 12:20-2:10 Hyatt West: Acapulco
Chair: Jay J. Janney, U. of Kentucky
Social Capital, Strategic Relatedness and the Formation of Intra-Organizational Linkages, Wenpin Tsai, Pennsylvania State U.
Social Capital and Productive Exchange: Is Network Structure All We Need to Consider?, Peter Moran, London Business School; Charles Galunic, INSEAD
The Ties That Bind: Status-Based Constraints on Strategic Actions in the U.S. Investment Banking Industry, Stan X. Li, U. of Toronto; Whitney Blair Berta, U. of Toronto
Discussant: Jay B. Barney, Ohio State U.

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

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

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

389. Paper: Do Competences and Resources Matter?
- 2:30-3:50 Hyatt West: Toronto
Chair: Sandra Sieber, IESE, U. of Navarra, Barcelona
Competitive Advantage from Technological Knowledge: A Resource-based Investigation of Factors that Influence Persistence, Susan K. McEvily, U. of Pittsburgh
Matching Competitive Strategy and Resources: The Case of the Motor Carrier Industry, Kenneth Zantow, Oklahoma State U.; Parshotam Dass, U. of Arkansas
A Competence-Based New Product Typology, Erwin Danneels, Emory U.
Discussant: Bertrand Vital Quelin, HEC, Paris

390. Paper: Strategic Networks and Information Flows
- 2:30-3:50 Hyatt West: Regency Ball A(S)
Chair: Nicholas S. Argyres, U. of Southern California
Strategic Domains and Network Building: Using Flag Concepts to Configure Value Creation Systems, Rafael Ramirez, École des Hautes Etudes Commerciales; Flavio C. Vasconcelos, Center for Entrepreneurial Leadership
Spin-offs and the Advent of the Network Economy, Brian McGrath, U. College Dublin; Rita Gunther McGrath, Columbia U.
Don’t Go It Alone: Alliance Networks and Startups’ Performance in Canadian Biotechnology, Joel A. C. Baum, U. of Toronto; Tony Calabrese, U. of Toronto; Brian S. Silverman, Harvard U.
The System of Business Enterprises as a Complex Dynamic Network of Resources and Competencies, Giovanni Battista Dagino, London Business School
Published in Conference Proceedings
Discussant: Hugh M. O’Neill, U. of North Carolina, Chapel Hill
Monday 4:10 pm

391. Paper: Technological Innovation and Uncertainty
- 4:10-5:30 Hyatt West: Acapulco
  Chair: Raphael Amit, U. of British Columbia
Published in Conference Proceedings
Published in Conference Proceedings
Betting on Technological Innovation; Towards a Competence-Based View of First Mover Advantage. Joseph Lampel, U. of Nottingham; Jamal Shamsie, U. of California, Los Angeles
Discussant: Aya S. Chacar, London Business School

392. Paper: Competition Versus Cooperation
- 4:10-5:30 Hyatt West: Toronto
  Chair: Paul N. Friga, U. of North Carolina, Chapel Hill
Co-opetition: An Experimental Investigation. Darryl A. Seale, Kent State U.; James A. Sundali, U. of Nevada, Reno
Strategic Colonialism in Unfamiliar Cultures: Overcoming Extreme Forms of Causal Ambiguity Internationally. Elaine Mosakowski, Purdue U.
Discussant: John E. Prescott, U. of Pittsburgh

393. Paper: Strategy in Emerging Markets
- 4:10-5:30 Hyatt West: Regency Ball A(S)
  Chair: S. Akbar Zadeh, U. of Minnesota
Co-evolution of Resources and Scope. Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology
Reorganizing Economic Activity in China: A Technological System Perspective. Steven White, Hong Kong U. of Science and Technology
Organizational Slack as a Source of Competitive Advantage: A Multimethod Test in an Emerging Economy. Justin Tan, California State U., San Marcos
Published in Conference Proceedings
Discussant: Trevor A. Williams, Queensland U. of Technology

Tuesday 8:30 am

394. Paper: CEOs, Status Quo, and Performance
- 8:30-10:10 Hyatt West: Acapulco
Chair: Sylvia Sloan Black, U. of North Carolina, Chapel Hill
Temporal Dynamics of CEO Tenures. Donald C. Hambrick, Columbia U.; Andrew D. Henderson, Columbia U.; Miller Danny, Columbia U.
Published in Conference Proceedings
CEO Commitment to the Status Quo: Replication and Explication and Extension Using Content Analysis. Paul W. Patterson, U. of Wisconsin, Milwaukee; Vincent L. Barker, U. of Wisconsin, Milwaukee
Discussant: Richard L. Priem, U. of Texas, Arlington

395. Paper: Different Perspectives on Managing Scale
- 8:30-10:10 Hyatt West: Toronto
Chair: Douglas D. Moseel, U. of Missouri, Columbia
Jeopardizing Strategic Assets: Examining the Impact of Downsizing Through the Resource-Based View. Patricia M. Norman, Baylor U.; Annette L. Ranft, West Virginia U.
Published in Conference Proceedings
The Disaggregation of the Firm: An Empirical Test of the Impact of Technological Change and Globalization on Organizational Form. Melissa A. Schilling, Boston U.; Cassandra Vasco, Boston U.; Wilvy F. Sy, Boston U.
Determinants of Firm Turnaround: A Longitudinal Study of Decline Situation and Organizational Characteristics. John D. Francis, Mississippi College; Ashay B. Desai, U. of Wisconsin, Oshkosh; Timothy L. Pett, Wichita State U.
Discussant: Jaideep Anand, U. of Michigan

396. Paper: Knowledge Sharing and Alliances
- 8:30-10:10 Hyatt West: Regency Ball A(S)
Chair: Sally W. Fowler, U. of Victoria
Redundant Governance Structures: An Analysis of Structural and Relational Embeddedness. Timothy J. Rowley, U. of Toronto; Dean Behrens, U. of Toronto
Creating and Managing a High Performance Knowledge-Sharing Network: The Toyota Case. Kentaro Nobeoka, Kobe
Published in Conference Proceedings
Firms' Knowledge-Sharing Strategies in Emerging High Technology Industries. Jennifer W. Spencer, U. of Houston
Tuesday 10:30 am

397. Symposium: Organizing/Strategizing
- 10:30-11:50 Hyatt West: Acapulco
  Chair: Andrew Pettigrew, U. of Warwick
  Change Journeys: Processes, Sequencing and Complementarities, Frans A. J. van den Bosch, Erasmus U., Rotterdam
  Internationalisation Strategies and Modes of Organising, Carlos Sanchez-Runde, ISESE, U. of Navarra, Barcelona
  Organizing is Strategizing, Leif Melin, Jonkoping U.
  Discussant: C. R. Hinings, U. of Alberta

398. Paper: Alliances and Joint Ventures
- 10:30-11:50 Hyatt West: Toronto
  Chair: Paul W. Patterson, U. of Wisconsin, Milwaukee
  Risk Attitude Differences, Factions, and Influence Behavior Within, Robert J. Pearce, State U. of West Georgia
  Re-Examining the Diversity -Decision Quality Link: The Role of Member Interactions, Devaki Rau, U. of Minnesota
  Bounded Momentum and Strategtic Alliances, Namgyoo K. Park, New York U.
  Discussant: Joanne Oxley, U. of Michigan

399. Symposium: Performance of Multi-business and Multinational Firms: Why Does Theory Converge but Results Diverge?
- 10:30-11:50 Hyatt West: Regency Ball A(S)
  Chair: Jaideep Anand, U. of Michigan
  When and Why are Cross-border Acquisitions Profitable? An Empirical Analysis of the Sources of Value Creation in Foreign Acquisitions of US Firms, Anju Seth, U. of Illinois, Urbana-Champaign
  Diversification and the Role of Center in Multi-business Firms, Costas Markides, London Business School
  The Internal Governance of Multi-Business vs Multinational Scope, Anil Gupta, U. of Maryland
  Discussant: Will Mitchell, U. of Michigan

Tuesday 2:00 pm

400. Paper: Corporate Diversification and Implementation
- 2:00-3:20 Hyatt West: Acapulco
  Chair: Vincent L. Barker, U. of Wisconsin, Milwaukee
  Corporate-Divisional Relations and Divisional Performance in Strategy Implementation, Wenyi Chu, National Taiwan U.; Cheng-Min Chuang, National Taiwan U.
  Technological vs. Product Market Diversification: Economies of Scope for Innovation, Michael B. Heeley, Georgia Institute of Technology; Sharon F. Matusik, Rice U.; Gary S. Hansen, U. of Washington
  Discussant: Michael H. Lubatkin, U. of Connecticut

401. Paper: Institution and Culture in the Global Context
- 2:00-3:20 Hyatt West: Toronto
  Chair: Andrew D. Henderson, Columbia U.
  Which Institutional Environment for Organizational Change? Perceptions of Barriers to Innovation and R&D Cooperation in Europe, Magali A. Delmas, U. of California, Santa Barbara
  Changing Institutions, Types of Resources and Capabilities, and Firm Strategies: The case of Korea, Choeioon Park, Seoul National U.; Jeongil Seo, Seoul; Minyoung Yi, Seoul National U.
  Post-Privatization Restructuring and Firm Performance in Russia: Theory and Evidence, Trevor Buck, Leicester Business School; Igor Filatotchev, U. of Nottingham
  Discussant: Michel Claessens, EScNA

402. Paper: Competitive Advantage Revisited
- 2:00-3:20 Hyatt West: Regency Ball A(S)
  Chair: Hao Ma, Bryant College
  Arriving at a Strategic Theory of the Firm, Steven E. Phelan, U. of Texas, Dallas; Peter Lewin, U. of Texas, Dallas
  Beyond Equilibrium: Towards a Process Theory of Competitive Advantage, Volker Mahnke, Copenhagen Business School; Nicolai Foss, Copenhagen Business School
  Are Baseball Free Agents a Source of Competitive Advantage?, Laura Poppo, Virginia Polytechnic Institute and State U.; Keith Weigelt, U. of Pennsylvania
  The Role of Non-Core Resources in Competitive Advantage, Jonathan T. Eckhardt, U. of Maryland; Ken G. Smith, U. of Maryland
  Discussant: David J. Collis, Harvard U.

Tuesday 3:40 pm

403. Paper: Strategic Groups and Entry Barriers, Revisited
- 3:40-5:00 Hyatt West: Acapulco
  Chair: Jan W. Rivkin, Harvard U.
  The Performance Implications of Core, Secondary, and Solo Firms in Cognitive Strategic Groups, Gerry McNamara, Michigan State U.; David L. Deephouse, Louisiana State U.
  Customer Erected Barriers to Entry: A New View of the Changing Landscape, Page G. West, III, Wake Forest U.
  An Evolutionary Perspective on Strategic Group Emergence: A Genetic Algorithm-Based Model, Jeho Lee, Korea

404. Paper: The Impact of Industry Structure on Firm Strategy
- 3:40-5:00 Hyatt West: Toronto
  Chair: Richard F. Hurley, U. of Michigan
  The Determinants of Strategic Group Emergence, T. K. Das, Baruch College/City U. of New York; Bing-Sheng Teng, George Washington U.
  The Role of Industry Structure in the Emergence of Strategic Groups, Anil Gupta, U. of Maryland; Costas Markides, London Business School; Nicolai Foss, Copenhagen Business School
  The Impact of Industry Structure on Firm Strategy, Anil Gupta, U. of Maryland; Costas Markides, London Business School; Nicolai Foss, Copenhagen Business School
  Discussant: Michel Claessens, EScNA

405. Paper: The Performance Implications of Core, Secondary, and Solo Firms in Cognitive Strategic Groups
- 3:40-5:00 Hyatt West: Regency Ball A(S)
  Chair: Jan W. Rivkin, Harvard U.
  The Performance Implications of Core, Secondary, and Solo Firms in Cognitive Strategic Groups, Gerry McNamara, Michigan State U.; David L. Deephouse, Louisiana State U.
  Discussant: Michael H. Lubatkin, U. of Connecticut
Advanced Institute of Science and Technology; Kyungmook Lee, Seoul National U.; Sangkyu Rho, Seoul National U.
Does Group Membership Influence Firm Behavior?, Anil Nair, Old Dominion U.; Suresh Kotha, U. of Washington
Discussant: Gregory Young, North Carolina State U.

404. Paper: High-tech and R&D Alliances
\* 3:40-5:00 Hyatt West: Toronto
Chair: Paul E. Bierly, James Madison U.
Post-Formation Dynamics in High-Tech Alliances, Maurizio Zollo, INSEAD; Jeffrey J. Reuer, INSEAD; Harbir Singh, U. of Pennsylvania
R&D Alliances: The Role of Governance in Realizing Innovative Potential, Rachelle Sampson, U. of Michigan
Valuing Biopharmaceutical Alliances, Daniel Rodriguez, Emory U.
Protecting Knowledge and Capabilities in Strategic Alliances: Resource and Relational Characteristics, Patricia M. Norman, Baylor U.
Discussant: Michael J. Leiblein, Ohio State U., Columbus

405. Richard D. Irwin Outstanding Educator Award
\* 3:40-5:00 Hyatt West: Regency Ball A(S)

5:30-7:30 Hyatt West: Regency Ball A(S)

409. Paper: Intangible Resources and Capabilities
\* 8:30-10:20 Hyatt West: Toronto
Chair: Russell W. Coff, Washington U.
Building Corporate Reputation on the Internet: The Case of Amazon.com, Violina P. Rindova, U. of Washington; Suresh Kotha, U. of Washington
Managing an Organizational Learning System by Aligning Stocks and Flows of Knowledge: An Empirical Examination of Intellectual Capital, Knowledge Management, and Business Performance, Nick Bontis, McMaster U.
Published in Conference Proceedings

How Intangible Capabilities Provide Competitive Pricing Advantage, Daniel H. Simon, U. of Maryland
Intangible Resources and the Sustainability of Competitive Advantage, Belen Villalonga, U. of California, Los Angeles
Discussant: Bente R. Lowendahl, Norwegian School of Management

410. Paper: Managing Global Networks
\* 8:30-10:20 Hyatt West: Regency Ball A(S)
Chair: Julian Birkinshaw, London Business School
The Business Federation Form in Strategy Consulting Firms in Europe: Basic Dimensions and Their Effect on Performance, Joaquin Vilà, IESE, U. of Navarra, Barcelona; Carsten M. Syvertsen, IESE, U. of Navarra, Barcelona
An Effective Global Integration of Distinctive Competences: A Study on Multinational Businesses in Global Industries, Kwangsoo Kim, City U. of Hong Kong; Jong-Hun Park, City U. of Hong Kong
Published in Conference Proceedings

Balancing Standardization and Adaptation of Global Products: The Influence of Leveraging Knowledge Across Borders, Mohan Subramaniam, U. of Connecticut
Discussant: Phillip H Phan, National U. of Singapore

6:30-7:30 Hyatt West: Regency Ball A(S)

Tuesday 5:30 pm

406. Meeting: Business Meeting and Awards Ceremony
\* 5:30-6:30 Hyatt West: Regency Ball A(S)

Tuesday 6:30 pm

Wednesday 8:30 am

407. Social
\* 6:30-7:30 Hyatt West: Regency Ball A(S)

Wednesday 10:40 am

411. Symposium: Universities as a Source of New Technology
\* 10:40-12:00 Hyatt West: Acapulco
Prior Knowledge and the Discovery of Entrepreneurial Opportunities, Scott Shane, Massachusetts Institute of Technology
The Geographic Reach of Market and Non-Market Channels of Technology Transfer: Evidence from the University of California and Stanford University, Arvids A. Ziedonis, U. of California, Berkeley; David C. Mowery, U. of California, Berkeley
Published in Conference Proceedings

The Interaction of Strategic Planning and Organizational Learning and its Impact on Performance, Luis G. Flores, Northern Illinois U.; Ralph F. Catalanello, Northern Illinois U.; Narasimgh N. Saxena, Northern Illinois U.
Implementing Strategic Change: The Use of Strategic Projects, Richard A. Kernochan, Aslan Ltd.
Market Evaluation of Strategic Planning Processes Within Organizations: The Stock Market’s Verdict to the Planning Debate, Ashay B. Desai, U. of Wisconsin, Oshkosh; Barry J. Gilmore, U. of Memphis
Discussant: Gabriel Szulanski, U. of Pennsylvania
Discussants: Rebecca Henderson, Massachusetts Institute of Technology; Shane M. Greenstein, Northwestern U.  

412. Paper: Joint Ventures: Terminations and Continuations  
- 10:40-12:00 Hyatt West: Toronto  
Chair: Carlo A. Carnevale-Maffe’, SDA Bocconi U.  
Explaining the Incidence of Unrelated Joint-Ventures: Efficiency and Agency Approaches, Mikolaj Jan Piskorski, Harvard U.  
Joint Venture Terminations: Causes and Consequences, Shyam Kumar, U. of Illinois, Urbana-Champaign  
Solving the Collaborative Dilemma of Joint Ventures: The Role of Structural Conditions, Ming Zeng, INSEAD / European Institute of Business Administration  
Discussant: Ravindranath Madhavan, U. of Illinois, Urbana-Champaign  

413. Paper: Mergers and Acquisitions Revisited  
- 10:40-12:00 Hyatt West: Regency Ball A(S)  
Chair: Andrew Harris Gold, U. of North Carolina, Chapel Hill  
Evidence of Acquiror Learning in Mergers and Acquisitions, 1985-1995, Mathew Hayward, London Business School  
The Impact of Mergers and Acquisitions on Employment and Labor Efficiency, K. C. O'Shaughnessy, Western Michigan U.; David J. Flanagan, Western Michigan U.  
A Review of Recent Research on Mergers and Acquisitions, Melissa E. Graebner, Stanford U.  
Discussant: Rita D. Kosnik, Associate Editor, Academy of Management Journal  

Wednesday 12:20 pm  

414. Paper: Hybrid Governance  
- 12:20-2:10 Hyatt West: Acapulco  
Chair: Charles C. Snow, Pennsylvania State U.  
Supply Chain Competitiveness and the “Tragedy of the Commons”: The Case of the Champagne Industry, Karen S. Cool, Stanford U.; James E. Henderson, Babson College  
Contracts and Project Based Strategic Alliances: An Empirical Test, Conor T. Vibert, Acadia U.  
A Typology of Hybrid Governance: Proposal and Empirical Validation, Mani R. Subramani, U. of Minnesota; John C. Henderson, Boston College  
Discussant: Tarun Khanna, Harvard U.  

- 12:20-2:10 Hyatt West: Toronto  
Chair: Theresa Taylor-Coates, Rensselaer Polytechnic Institute  
Equifinality, Strategic Configurations, and Organizational Performance, Dan Martin, U. of Texas, San Antonio; David J. Ketchen, Jr., Louisiana State U.  
Reassessing the Link Between Corporate Social Responsibility and Firm Performance, Donald Siegel, Arizona State U., West; Abigail McWilliams, Arizona State U., West; John B. Guerard, Vantage Global Advisors  
Discussant: Richard Makadok, Emory U.