

Business Policy and Strategy

Program Chair: Ming-Jer Chen, University of Pennsylvania

Workshop Chair: Albert A. Cannella Jr, Texas A&M University

	Start	Regular Program	Shared Program
Friday	1:00 pm		79. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gball 3
	5:00 pm	369. BPS Doctoral Consortium • HW: Hong Kong	80. BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research • HW: Horner 81. Critical Mgmt. Doctoral Workshop • HW: Dusable 82. ODC & BPS: Org. Learning as Developmental Journey • HW: Wrigley
Saturday	7:30 am		87. Critical Management Studies: B • HW: Comiskey
	8:00 am	370. BPS Doctoral Consortium • HE: Columbus G 371. BPS New Faculty Consortium • HE: Columbus H	89. Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D 90. Three Conversations to Build T • HW: Horner 91. Critical Management Studies: P • HW: Columbian 92. Critical Management Studies: • HW: Buckingham 93. Critical Management Studies: P • HW: Comiskey
	8:30 am		100. IAOM: Managerial Effectiveness in Latin America • S: Alpine II
	9:00 am		104. Organizational Learning as a D • HW: Wrigley
	10:00 am		107. Complexity & Management, Panels 1-2 • HE: Columbus A
	10:30 am		110. IAOM: Competing in Latin America • S: Alpine II
	1:00 pm	372. BPS Cutting Edge Empirical Methods • HW: Hong Kong	112. BPS & MC A Case Critique Collo • HW: Field
	1:30 pm		116. Resources and the Growth of En • HE: GndBall C(N) 117. IM & BPS: European and North A • HW: Goldcoast 118. IAOM: Challenges & Approaches to Quality • S: Alpine II
	2:30 pm		122. Complexity & Management, Panels 3-4 • HE: Columbus A
	3:00 pm	373. Economic Sociology • HE: GndBall F	123. Management of the Tenure Proce • S: Alpine II
	4:00 pm		125. Critical Management Studies: P • HW: Comiskey
	6:00 pm		126. OB/OMT/BPS Junior Faculty Cons • HW: Water Tower
	6:30 pm		127. IAOM: Business Meeting & Dinner • S: Alpine II
Sunday	7:30 am		128. Reception for Practitioner Ser • HE: Columbus C/D 130. Critical Management Studies: • HW: Comiskey
	8:00 am	374. BPS Doctoral Consortium • HE: Columbus G 375. BPS New Faculty Consortium • HE: Columbus H	131. Critical Management Studies: B • HW: Comiskey 132. Launching an Academic-Practiti • HE: Columbus C/D
	9:00 am	376. BPS Workshop Consortium: Man • HW: Field 377. BPS Discussion Learning: Using • HW: McCormick	133. BPS & OMT: The Craft of Review • HW: Toronto 142. Critical Management Studies: • HW: Columbian 143. Critical Management Studies: P • HW: Buckingham 145. Critical Management Studies: P • HW: Comiskey
	10:00 am		147. How To Make Academy of Managem • HW: Toronto
Monday	8:00 am	378. Welcome • HW: Regency Ball A(S)	
	8:30 am	379. P: Innovation and Learning • HW: Toronto 380. P: Executive Leadership • HW: Acapulco 381. P: Change and Transformation • HW: Regency Ball A(S)	
	9:00 am		273. JP: Strategic Role of Networks • HE: Columbus E/F 207. JS: Managing Growth • HE: GndBall F 208. JS: Cognition and TMTs • HW: Comiskey
	10:40 am	382. P: Executive Compensation • HW: Acapulco 383. P: Option Theory and Risk • HW: Toronto 384. P: Global Competition • HW: Regency Ball A(S)	212. JS: Organizational Dynamics • HE: GndBall B 303. IP: Executive Issues • HE: Wacker West (1)
	12:20 pm	385. P: Social Capital • HW: Acapulco 386. P: Revisiting TMT Research • HW: Toronto 387. T: 21st Century Global Enterprise • HW: Regency Ball A(S)	183. Constructing Markets • HW: Water Tower
	2:30 pm	388. P: Cognition in Strategy • HW: Acapulco 389. P: Competences and Resources • HW: Toronto 390. P: Networks and Info Exchange • HW: Regency Ball A(S)	223. JS: Knowledge and Boundaries • HE: GndBall E 224. JS: Cognitive Strategic Groups (K) • HE: GndBall F
	4:10 pm	391. P: Technical Innovation • HW: Acapulco 392. P: Competition vs Cooperation • HW: Toronto 393. P: Emerging Markets • HW: Regency Ball A(S)	228. JS: Managing Knowledge (K) • HE: GndBall E 188. Knowledge Transfer • HW: Water Tower 189. Corp. Govern. in Plural World • HW: Regency Ball D(N)
	8:30 am	394. P: CEO's, Status Quo, Performance • HW: Acapulco 395. P: Perspectives on Scale • HW: Toronto 396. P: Knowledge Sharing • HW: Regency Ball A(S)	235. JS: Change and Performance • HE: GndBall E
	10:30 am	397. S: Organizing/Strategizing • HW: Acapulco 398. P: Alliances & JVs • HW: Toronto 399. S: Performance and MNCs • HW: Regency Ball A(S)	347. IP: Strategic Decision Making • HE: Wacker West (4)
	2:00 pm	400. P: Diversification • HW: Acapulco 401. P: Global Context • HW: Toronto 402. P: Competitive Advantage • HW: Regency Ball A(S)	193. Replicating Knowledge (K) • HW: Water Tower 194. S: Institutional Change (I) • HW: Regency Ball D(N)
Tue	3:40 pm	403. P: Strategic Groups and Barriers • HW: Acapulco 404. P: R&D Alliance • HW: Toronto 405. Richard D. Irwin Award • HW: Regency Ball A(S)	250. JS: NOFIA • HW: Comiskey

Wednesday	5:30 pm	406.M: Business Meeting ♦ HW: Regency Ball A(S)	
	6:30 pm	407.Social ♦ HW: Regency Ball A(S)	
	8:30 am	408.P: Organizational Learning.. ♦ HW: Acapulco 409.P: Intangible Resources ♦ HW: Toronto 410.P: Global Networks ♦ HW: Regency Ball A(S)	254.JS: Competitive Dynamics (I) ♦ HE: GndBall E 359.IP: Institution & Industry Context ♦ HE: Wacker West (1)
	10:40 am	411.S: Universities Bear Technology ♦ HW: Acapulco 412.P: Joint Venture Strategies ♦ HW: Toronto 413.P: Mergers and Acquisitions ♦ HW: Regency Ball A(S)	260.JS: Rationalism and Pluralism ♦ HE: GndBall B
	12:20 pm	414.P: Hybrid Governance ♦ HW: Acapulco 415.P: Evaluating Performance ♦ HW: Toronto	266.JS: MNCs and Knowledge Transfer ♦ HE: Columbus E/F 268.JS: Organizational Capabilities (K) ♦ HE: GndBall F

Illinois, Urbana-Champaign; Brian S. Silverman, Harvard U.

Friday 5:00 pm

369. Doctoral Consortium

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

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

Panel: Rafael Amit, U. of British Columbia; Joel A. C. Baum, U. of Toronto; Philip Bromiley, U. of Minnesota; Tarun Khanna, Harvard U.; Daniel A. Levinthal, U. of Pennsylvania; Joanne Oxley, U. of Michigan; Nandini Rajagopalan, U. of Southern California; Scott Stern, Massachusetts Institute of Technology; Gabriel Szulanski, U. of Pennsylvania; Todd R. Zenger, Washington U.

Saturday 8:00 am

370. BPS Doctoral Consortium

♦ 8:00-5:00 Hyatt East: Columbus G
Preregister with Julia Liebeskind at (203) 740-0749 or liebesk@rcf.usc.edu

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

Panel: Rafael Amit, U. of British Columbia; Joel A. C. Baum, U. of Toronto; Philip Bromiley, U. of Minnesota; Tarun Khanna, Harvard U.; Daniel A. Levinthal, U. of Pennsylvania; Joanne Oxley, U. of Michigan; Nandini Rajagopalan, U. of Southern California; Scott Stern, Massachusetts Institute of Technology; Gabriel Szulanski, U. of Pennsylvania; Todd R. Zenger, Washington U.

371. BPS New Faculty Consortium

♦ 8:00-5:00 Hyatt East: Columbus H
Preregister with Margaret Peteraf (612) 626-7559 or mpeteraf@csom.umn.edu

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

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

Saturday 1:00 pm

372. Cutting Edge Empirical Methods in Strategy Research

♦ 1:00-4:00 Hyatt West: Hong Kong
Organizer: Michael J. Leiblein, Ohio State U., Columbus
Presenters: David L. Kang, Harvard U.; Michael J. Leiblein, Ohio State U., Columbus; Ravindranath Madhavan, U. of

Saturday 3:00 pm

373. Economic Sociology Meets Strategy and management

♦ 3:00-6:00 Hyatt East: GndBall F
Organizer: Marshall W. Meyer, U. of Pennsylvania
Panel: Randall Collins, U. of Pennsylvania; Frank R. Dobbin, Princeton U.; Woody Powell, U. of Arizona; Harrison White, Columbia U.; Viviana Zelizer, Princeton U.; Jay B. Barney, Ohio State U.; Heather A. Haveman, Cornell U./Columbia U.; Bruce Kogut, U. of Pennsylvania; Garth Saloner, Stanford U.; Edward J. Zajac, Northwestern U.; Marshall W. Meyer, U. of Pennsylvania

Sunday 8:00 am

374. BPS Doctoral Consortium

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

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

Panel: Rafael Amit, U. of British Columbia; Joel A. C. Baum, U. of Toronto; Philip Bromiley, U. of Minnesota; Tarun Khanna, Harvard U.; Daniel A. Levinthal, U. of Pennsylvania; Joanne Oxley, U. of Michigan; Nandini Rajagopalan, U. of Southern California; Scott Stern, Massachusetts Institute of Technology; Gabriel Szulanski, U. of Pennsylvania; Todd R. Zenger, Washington U.

375. BPS New Faculty Consortium

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

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

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

Sunday 9:00 am

376. BPS Workshop Consortium: Managing Your Dissertation

♦ 9:00-12:00 Hyatt West: Field
Preregister with Anne Ranft at (304) 594-3072 or aranft@wvu.edu
Organizer: Annette L. Ranft, West Virginia U.
Panel: Wilbur C. Chung, New York U.; Reginald A. Litz, U. of Manitoba; Jack A. Nickerson, Washington U.

377. BPS Discussion Learning: Using the Case Method in Your Classroom

- 9:00-12:00 Hyatt West: McCormick

Organizer: Jay Dial, Case Western Reserve U.

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

Monday 8:00 am**378. Welcome**

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

Monday 8:30 am**379. Paper: Knowledge, Innovation, and Learning**

- 8:30-10:20 Hyatt West: Toronto

Chair: Kazuhiro Asakawa, Keio Business School

The Role of Emergent Initiatives in Strategic Renewal,

Steven W. Floyd, U. of Connecticut

Ephemeral Resources and Firm Knowledge Stocks: The Case of the Contingent Workforce, Sharon F. Matusik, Rice U.

The Antecedents and Consequences of Innovation Search: A Longitudinal Study, Gautam Ahuja, U. of Texas, Austin; Riitta Katila, U. of Texas, Austin

Knowledge Creation Through Organizational Routines, Ann McFadyen, Texas A&M U.; Albert A. Cannella, Jr., Texas A&M U.

Inventor Productivity as a Function of knowledge Renewal, Ann McFadyen, Texas A&M U.; Albert A. Cannella, Jr., Texas A&M U.

Discussant: Gordon Walker, Southern Methodist U.

380. Paper: Critical Issues in Executive Leadership

- 8:30-10:20 Hyatt West: Acapulco

Chair: Kathryn Jones, Alcorn State U.

Managerial Discretion and Performance Variability: The Implications of Heteroskedasticity, Vilmos F. Misangyi, U. of Florida; Heather Elms, U. of Florida

Perils of Failure, Perils of Success or ...? The Role of the Strategist's Personal Issues in Strategic Persistence, Veronika Kisfalvi, Ecole des Hautes Etudes Commerciales, Montreal

The Influence of Executive Organizational Tenure on the Retention and Divestment of Acquired Companies, Donald Duane Bergh, Pennsylvania State U.

The Relationships Between Top Management Demographic Characteristics, Rational Decision Making, Environmental Munificence, and Firm Performance, Irene Goll, U. of Scranton; Abdul Rasheed, U. of Texas, Arlington

Executive Commitment to the Status Quo: Some Additional Tests, Patrick Thomas Gibbons, U. College Dublin; Mike O'Brien, Kaiser Associates International

Discussant: Eugenio Marchese, Cornell U.

381. Paper: Change and Transformation

- 8:30-10:20 Hyatt West: Regency Ball A(S)

Chair: Janice A. Black, New Mexico State U.

Strategic Renewal: Four Dynamic Mechanisms for Responding to Environmental Change, Charles Baden-Fuller, City U. Business School; Henk Volberda, Erasmus U., Rotterdam

An Empirical Test of Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischnevsky, Rutgers U.

Differential Firm Performance in a Behavioural Model of Organizational Change, Christoph Zott, INSEAD

Relating Strategic Decision Processes to Absorbed and Unabsorbed Slack, Allen C. Amason, U. of Georgia; Ann C. Mooney, U. of Georgia

Punctuated and Incremental Change: The UK Water Industry, Alison Dean, City U. Business School; Charles Baden-Fuller, City U. Business School

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Discussant: Donald N. Sull, London Business School

Monday 10:40 am**382. Paper: Executive Compensation**

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

Chair: Jean B. McGuire, Concordia U., Montreal

The Other Side Of The Coin: Principal Opportunism In Agency Relationships, Jay Dial, Case Western Reserve U.; Asghar Zardkoobi, Texas A&M U.

Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Kimberly Michelle Ellis, Florida State U.; Bruce T. Lamont, Florida State U.; V. Sambamurthy, U. of Maryland

Incentive-Based Compensation and Firm R&D Intensity, Daniel Rodriguez, Emory U.

Incentive Alignment or Cooptation? Outside Director Compensation at Large, Publicly-Traded U.S. Firms, Gary T. Moskowitz, Southern Methodist U.

The Impact of Capital Markets on Compensation Incentives, Organizational Slack, and Firm Innovation, Michael N. Young, Chinese U. of Hong Kong

Published in Conference Proceedings

Discussant: Anita M. McGahan, Harvard U.

383. Paper: Real Option Theory and Risk Management

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

Chair: Yasemin Y. Kor, U. of Illinois, Urbana-Champaign

The Impact of Product and International Diversification Strategy on the Corporate Performance: Spanish Case, María Luisa Ramírez-Alesón, U. of Zaragoza/Temple University; Manuel Antonio Espitia-Escuer, U. de Zaragoza

Option Potential and the Innovator's Dilemma: Resource Commitment to Uncertain New Projects, Rita Gunther McGrath, Columbia U.; Paola Dubini, Bocconi U., Milan

Organizational Time Horizons, Resource Availability and New Product Introduction, Gordon Walker, Southern Methodist U.; Richard Makadok, Emory U.

Entry Timing and Option Value, Kent D. Miller, New York U.; Timothy B. Folta, Purdue U., West Lafayette

Facing the Uncertain Environment from Technological Discontinuities: Hedging as a Technology Choice Strategy, Donald E. Hatfield, Virginia Polytechnic Institute and State U.; Linda F. Tegarden, Virginia Polytechnic Institute and State U.; Ann E. Echols, Virginia Polytechnic Institute and State U.

Discussant: David J. Flanagan, Western Michigan U.

384. Paper: Global Competitive Dynamics

- 10:40-12:00 Hyatt West: Regency Ball A(S)

Chair: William Acar, Kent State U.

International Competition and Corporate Strategy: The**Effect of Core Industry Import Penetration on Firm**

Diversification, Harry P. Bowen, U. of California, Irvine
Global Competitive Dynamics, Javier Gimeno, Texas A&M U.; David Loree, Texas A&M U.; Brent D. Beal, Texas A&M U.

What Determines the Number of Competitors?, Marvin B.

Lieberman, U. of California, Los Angeles

The Dynamics of Capability Development: The Case of

Australian Retail Banking, 1981 to 1995, Peter W.

Roberts, Carnegie Mellon U.; Raphael Amit, U. of British Columbia

Discussant: Ken G. Smith, U. of Maryland

Monday 12:20 pm**385. Paper: Social Capital**

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

Chair: Jay J. Janney, U. of Kentucky

Social Capital, Strategic Relatedness and the Formation of

Intra-Organizational Linkages, Wenpin Tsai, Pennsylvania State U.

Intellectual Capital Profiles: An Examination of Investments

and Returns, Mark Youndt, U. of Connecticut; Mohan Subramaniam, U. of Connecticut; Scott A. Snell, Pennsylvania State U.; Timothy D. Golden, U. of Connecticut

Social Capital and Productive Exchange: Is Network

Structure All We Need to Consider?, Peter Moran, London Business School; Charles Galunic, INSEAD

The Ties That Bind: Status-Based Constraints on Strategic

Actions in the U.S. Investment Banking Industry, Stan X.

Li, U. of Toronto; Whitney Blair Berta, U. of Toronto

Who Reaps the Gains from Social Capital? Appropriating

Rent from a Dynamic Capability, Russell W. Coff, Washington U.

Discussant: Jay B. Barney, Ohio State U.

386. Paper: Revisiting TMT Research

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

Chair: Rakesh B. Sambharya, Rutgers U., Camden

Revisiting the Effects of Strategic Leadership on Corporate

Strategy: The Unit of Analysis Dilemma, Edward J. Zajac, Northwestern U.; Michael Jensen, Northwestern U.

Relative Deprivation, Relative Standing, and Their Impacts

on Executive Turnover in the CEO Succession Context: A

Social Psychological Framework, Wei Shen, Texas A&M U./Rutgers U.

Published in Conference Proceedings

Predicting Order and Timing of New Product Moves: The

Role of Top Management, Abhishek Srivastava, U. of Maryland; Hun Lee, George Mason U.; Ken G. Smith, U. of Maryland; Curtis M. Grimm, U. of Maryland

The Effects of Past Performance on Top Management Team

Conflict in Strategic Decision Making, Allen C. Amason, U. of Georgia; Ann C. Mooney, U. of Georgia

The Role of Top Management Team Heterogeneity on

Organizational Survival and Adaptation in an Environmental Shift, Theresa S. Cho, Rutgers U.

Discussant: David L. Kang, Harvard U.

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

- 12:20-2:10 Hyatt West: Regency Ball A(S)

Monday 2:30 pm**388. Paper: Cognition in Strategy**

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

Chair: Adelaide Wilcox King, U. of Virginia

Positive Mindsets and Exaggerated Beliefs: Interpretive

Frames as Key Determinants of Firm Performance, Klaus

Weber, U. of Michigan; Kathleen M. Sutcliffe, U. of Michigan

The Effects of Increased Managerial Discretion on the Top

Executive Cognition: The Implications for Strategic

Change, Theresa S. Cho, Rutgers U.

Top Managers' Efficacy Beliefs and Organizational

Outcomes: An Application of Social Cognitive Theory,

Seokhwa Yun, U. of Maryland

Psychological Team Composition and Strategy Making:

Team Level Locus of Control in Relation to Planning

Quality and Action Consistency, Christophe Boone,

Maastricht U.; Woody van Olfen

Discussant: Rebecca A. Luce, Michigan State U.

389. Paper: Do Competences and Resources Matter?

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

Chair: Sandra Sieber, IESE, U. of Navarra, Barcelona

Competitive Advantage from Technological Knowledge: A

Resource-based Investigation of Factors that Influence

Persistence, Susan K. McEvily, U. of Pittsburgh

Matching Competitive Strategy and Resources: The Case of

the Motor Carrier Industry, Kenneth Zantow, Oklahoma

State U.; Parshotam Dass, U. of Arkansas

Getting to 'Yes' when Acquiring Human Capital Intensive

Firms: When Does a Shared Core Competence Matter?,

Russell W. Coff, Washington U.

A Competence-Based New Product Typology, Erwin

Danneels, Emory U.

Discussant: Bertrand Vital Quelin, HEC, Paris

390. Paper: Strategic Networks and Information Flows

- 2:30-3:50 Hyatt West: Regency Ball A(S)

Chair: Nicholas S. Argyres, U. of Southern California

Strategic Domains and Network Building: Using Flag

Concepts to Configure Value Creation Systems, Rafael

Ramirez, École des Hautes Etudes Commerciales; Flavio

C. Vasconcelos, Center for Entrepreneurial Leadership

Spillovers and the Advent of the Network Economy, Brian

McGrath, U. College Dublin; Rita Gunther McGrath,

Columbia U.

On the Origin of Network Structure: Understanding the

Evolution of Strategic Networks, Balaji R. Koka, U. of

Pittsburgh; Ravindranath Madhavan, U. of Illinois,

Urbana-Champaign; John E. Prescott, U. of Pittsburgh

Don't Go It Alone: Alliance Networks and Startups'

Performance in Canadian Biotechnology, Joel A. C. Baum,

U. of Toronto; Tony Calabrese, U. of Toronto; Brian S.

Silverman, Harvard U.

The System of Business Enterprises as a Complex Dynamic

Network of Resources and Competencies, Giovanni

Battista Dagino, London Business School

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

Monday 4:10 pm**391. Paper: Technological Innovation and Uncertainty**

- 4:10-5:30 Hyatt West: Acapulco

Chair: Raphael Amit, U. of British Columbia

Creating Options or Making Commitments? A Case Study of Strategic Investing Under Uncertainty, Karen L. Belanger, Columbia U.

Why Do Firms Behave Similarly? A Study on New Product Introduction in the Japanese Soft-drink Industry, Shigeru Asaba, Gakushuin U.; Marvin B. Lieberman, U. of California, Los Angeles

Published in Conference Proceedings

Ownership Structure, Myopic Loss Aversion, and the Problem of 'Presentation', Wayne Grossman, U. of Delaware

Published in Conference Proceedings

Betting on Technological Innovation: Towards a Competence-Based View of First Mover Advantage, Joseph Lampel, U. of Nottingham; Jamal Shamsie, U. of California, Los Angeles

Discussant: Aya S. Chacar, London Business School

392. Paper: Competition Versus Cooperation

- 4:10-5:30 Hyatt West: Toronto

Chair: Paul N. Friga, U. of North Carolina, Chapel Hill

Collaborating With Competitors: An Empirical Study of the Impact of Inter-Partner Learning on Alliance Outcome, Pierre Dussauge, HEC, Paris; Bernard Garrette, HEC, Paris; Will Mitchell, U. of Michigan

Co-opetition: An Experimental Investigation, Darryl A. Seale, Kent State U.; James A. Sundali, U. of Nevada, Reno

Strategic Colonialism in Unfamiliar Cultures: Overcoming Extreme Forms of Causal Ambiguity Internationally, Elaine Mosakowski, Purdue U.

Performance Effects of Cooperative and Competitive Strategic Repertoires: The U.S. Airline Industry, 1983-1996, Darla J. Domke-Damonte, Coastal Carolina U.

Discussant: John E. Prescott, U. of Pittsburgh

393. Paper: Strategy in Emerging Markets

- 4:10-5:30 Hyatt West: Regency Ball A(S)

Chair: S. Akbar Zaheer, U. of Minnesota

The Co-Evolution of Resources and Scope, Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology

Reorganizing Economic Activity in China: A Technological System Perspective, Steven White, Hong Kong U. of Science and Technology

Organizational Slack as a Source of Competitive Advantage: A Multimethod Test in an Emerging Economy, Justin Tan, California State U., San Marcos

Estimating the Performance Effects of Networks in Emerging Markets, Tarun Khanna, Harvard U.; Jan W. Rivkin, Harvard U.

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Discussant: Trevor A. Williams, Queensland U. of Technology

Tuesday 8:30 am**394. Paper: CEOs, Status Quo, and Performance**

- 8:30-10:10 Hyatt West: Acapulco

Chair: Sylvia Sloan Black, U. of North Carolina, Chapel Hill

The Impact of Change Catalysts on Organizational Restructuring Decision-Making: An Empirical Test of the Adaptive versus Inertial View of Strategic Change, Victor B. Wayhan, U. of Houston

Temporal Dynamics of CEO Tenures, Donald C. Hambrick, Columbia U.; Andrew D. Henderson, Columbia U.; Miller Danny, Columbia U.

Managerial Change, Strategy Formulation and Firm Performance: A Closer Look at the Issue of Creating Value, J. L. Morrow, Jr., Mississippi State U.



Learning Across the Life Cycle: Experimentation and Performance Among the Hollywood Studio Heads, Dan Miller, Columbia U.; Jamal Shamsie, U. of California, Los Angeles

Published in Conference Proceedings

CEO Commitment to the Status Quo: Replication and Explication and Extension Using Content Analysis, Paul W. Patterson, U. of Wisconsin, Milwaukee; Vincent L. Barker, U. of Wisconsin, Milwaukee

Discussant: Richard L. Priem, U. of Texas, Arlington

395. Paper: Different Perspectives on Managing Scale

- 8:30-10:10 Hyatt West: Toronto

Chair: Douglas D. Moesel, U. of Missouri, Columbia

Jeopardizing Strategic Assets: Examining the Impact of Downsizing Through the Resource-Based View, Patricia M. Norman, Baylor U.; Annette L. Ranft, West Virginia U.

Downscoping vs. Downscaling Spin-offs: Parent, Subsidiary and Proforma Performance, Hemang Desai, Southern Methodist U.; Robert D. Nixon, Tulane U.; Robert R. Wiggins, Tulane U.

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Scale Economies and Survival in a Growth Industry, Richard Makadok, Emory U.; Gordon Walker, Southern Methodist U.

The Disaggregation of the Firm: An Empirical Test of the Impact of Technological Change and Globalization on Organizational Form, Melissa A. Schilling, Boston U.; Cassandra Vasco, Boston U.; Wilvy F. Sy, Boston U.

Determinants of Firm Turnaround: A Longitudinal Study of Decline Situation and Organizational Characteristics, John D. Francis, Mississippi College; Ashay B. Desai, U. of Wisconsin, Oshkosh; Timothy L. Pett, Wichita State U.

Discussant: Jaideep Anand, U. of Michigan

396. Paper: Knowledge Sharing and Alliance

- 8:30-10:10 Hyatt West: Regency Ball A(S)

Chair: Sally W. Fowler, U. of Victoria

Redundant Governance Structures: An Analysis of Structural and Relational Embeddedness, Timothy J. Rowley, U. of Toronto; Dean Behrens, U. of Toronto

Creating and Managing a High Performance Knowledge-Sharing Network: The Toyota Case, Kentaro Nobeoka, Kobe

Alliance Capability & Success: A Knowledge-Based Approach, Prashant V. Kale, U. of Pennsylvania; Harbir Singh, U. of Pennsylvania

Published in Conference Proceedings

Firms' Knowledge-Sharing Strategies in Emerging High

Technology Industries, Jennifer W. Spencer, U. of Houston

Discussant: Thorvald Haerem, Norwegian School of Management

Tuesday 10:30 am

397. Symposium: Organizing/Strategizing

- ♦ 10:30-11:50 Hyatt West: Acapulco

Chair: Andrew Pettigrew, U. of Warwick

Organizing/Strategizing, Whittington Richard, Said Business School, U. of Oxford

Change Journeys: Processes, Sequencing and

Complementarities, Frans A. J. van den Bosch, Erasmus U., Rotterdam

Internationalisation Strategies and Modes of Organising,

Carlos Sanchez-Runde, IESE, U. of Navarra, Barcelona

Organizing is Strategizing, Leif Melin, Jonkoping U.

Discussant: C. R. Hinings, U. of Alberta

398. Paper: Alliances and Joint Ventures

- ♦ 10:30-11:50 Hyatt West: Toronto

Chair: Paul W. Patterson, U. of Wisconsin, Milwaukee

Risk Attitude Differences, Factions, and Influence Behavior

Within, Robert J. Pearce, State U. of West Georgia

Re-Examining the Diversity -Decision Quality Link: The

Role of Member Interactions, Devaki Rau, U. of Minnesota

Trust, Control, and Risk in Strategic Alliances: An Integrated

Framework, T. K. Das, Baruch College/City U. of New

York; Bing-Sheng Teng, George Washington U.

Bounded Momentum and Strategic Alliances, Namgyoo K.

Park, New York U.

Discussant: Joanne Oxley, U. of Michigan

399. Symposium: Performance of Multi-business and Multinational Firms: Why Does Theory Converge but Results Diverge?

- ♦ 10:30-11:50 Hyatt West: Regency Ball A(S)

Chair: Jaideep Anand, U. of Michigan

When and Why are Cross-border Acquisitions Profitable? An

Empirical Analysis of the Sources of Value Creation in

Foreign Acquisitions of US Firms, Anju Seth, U. of

Illinois, Urbana-Champaign

Why Firm Diversify: Internalization vs Agency Behavior,

Bernard Yeung, U. of Michigan

Diversification and the Role of Center in Multi-business

Firms, Costas Markides, London Business School

The Internal Governance of Multi-Business vs Multinational

Scope, Anil Gupta, U. of Maryland

Discussant: Will Mitchell, U. of Michigan

Tuesday 2:00 pm

400. Paper: Corporate Diversification and Implementation

- ♦ 2:00-3:20 Hyatt West: Acapulco

Chair: Vincent L. Barker, U. of Wisconsin, Milwaukee

Stabilizing Company Cash Flows: Strategy, Scope, and New

Alternatives, Jennifer Bethel, Babson College / U.S.

Securities & Exchange Commission

Corporate-Divisional Relations and Divisional Performance

in Strategy Implementation, Wenyi Chu, National Taiwan

U.; Cheng-Min Chuang, National Taiwan U.

The Determinants of the Expansion Process of the Spanish

Savings Banks, Lucio Fuentelsaz, U. de Zaragoza; Jaime Gomez-Villascuena, U. de Zaragoza

Technological vs. Product Market Diversification:

Economies of Scope for Innovation, Michael B. Heeley, Georgia Institute of Technology; Sharon F. Matusik, Rice U.; Gary S. Hansen, U. of Washington

Discussant: Michael H. Lubatkin, U. of Connecticut

401. Paper: Institution and Culture in the Global Context

- ♦ 2:00-3:20 Hyatt West: Toronto

Chair: Andrew D. Henderson, Columbia U.

Which Institutional Environment for Organizational Change?

Perceptions of Barriers to Innovation and R&D

Cooperation in Europe, Magali A. Delmas, U. of California, Santa Barbara



Changing Institutions, Types of Resources and

Capabilities, and Firm Strategies: The case of Korea, Choelsoun Park, Seoul National U.; Jeongil Seo, Seoul; Minyoung Yi, Seoul National U.

Post-Privatization Restructuring and Firm Performance in

Russia: Theory and Evidence, Trevor Buck, Leicester

Business School; Igor Filatotchev, U. of Nottingham

Organizational Identities and Strategies in the French

Retailing Industry, Hamid Bouchikhi, ESSEC; John R.

Kimberly, U. of Pennsylvania / INSEAD; Jabril

Bensedrine, U. of Marne-la-Vallee

Discussant: Michel Claessens, ESCNA

402. Paper: Competitive Advantage Revisited

- ♦ 2:00-3:20 Hyatt West: Regency Ball A(S)

Chair: Hao Ma, Bryant College

Arriving at a Strategic Theory of the Firm, Steven E. Phelan,

U. of Texas, Dallas; Peter Lewin, U. of Texas, Dallas

How Does Industry Context Influence Firm Performance?

Resources vs. Rivalry, Susan K. McEvily, U. of Pittsburgh;

Raja Roy, U. of Pittsburgh

Beyond Equilibrium: Towards a Process Theory of

Competitive Advantage, Volker Mahnke, Copenhagen

Business School; Nicolai Foss, Copenhagen Business

School

Are Baseball Free Agents a Source of Competitive

Advantage?, Laura Poppo, Virginia Polytechnic Institute

and State U.; Keith Weigelt, U. of Pennsylvania

The Role of Non-Core Resources in Competitive Advantage,

Jonathan T. Eckhardt, U. of Maryland; Ken G. Smith, U.

of Maryland

Discussant: David J. Collis, Harvard U.

Tuesday 3:40 pm

403. Paper: Strategic Groups and Entry Barriers, Revisited

- ♦ 3:40-5:00 Hyatt West: Acapulco

Chair: Jan W. Rivkin, Harvard U.

The Performance Implications of Core, Secondary, and Solo

Firms in Cognitive Strategic Groups, Gerry McNamara,

Michigan State U.; David L. Deephouse, Louisiana State

U.

Customer Erected Barriers to Entry: A New View of the

Changing Landscape, Page G. West, III, Wake Forest U.

An Evolutionary Perspective on Strategic Group Emergence:

A Genetic Algorithm-Based Model, Jeho Lee, Korea

Advanced Institute of Science and Technology;
Kyungmook Lee, Seoul National U.; Sangkyu Rho, Seoul National U.

Does Group Membership Influence Firm Behavior?, Anil Nair, Old Dominion U.; Suresh Kotha, U. of Washington
Discussant: Gregory Young, North Carolina State U.

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

- 3:40-5:00 Hyatt West: Toronto

Chair: Paul E. Bierly, James Madison U.

Post-Formation Dynamics in High-Tech Alliances, Maurizio Zollo, INSEAD; Jeffrey J. Reuer, INSEAD; Harbir Singh, U. of Pennsylvania

R&D Alliances: The Role of Governance in Realizing Innovative Potential, Rachelle Sampson, U. of Michigan
Valuing Biopharmaceutical Alliances, Daniel Rodriguez, Emory U.

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

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

405. Richard D. Irwin Outstanding Educator Award

- 3:40-5:00 Hyatt West: Regency Ball A(S)

Tuesday 5:30 pm

406. Meeting: Business Meeting and Awards Ceremony

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

Tuesday 6:30 pm

407. Social

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

Wednesday 8:30 am

408. Paper: Organizational Learning, Planning and Change

- 8:30-10:20 Hyatt West: Acapulco

Chair: Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology

Strategic Planning and its Contribution to the Organization: A Coalignment Perspective, Mark B. Milstein, U. of North Carolina, Chapel Hill; Albert H. Segars, U. of North Carolina, Chapel Hill

Imperfect Learning: What Does an Organization Learn From its Mistake?, Katsuhiko Shimizu, Texas A&M U.

Published in Conference Proceedings

The Interaction of Strategic Planning and Organizational Learning and its Impact on Performance, Luis G. Flores, Northern Illinois U.; Ralph F. Catalanello, Northern Illinois U.; Narsingh N. Saxena, Northern Illinois U.

Implementing Strategic Change: The Use of Strategic Projects, Richard A. Kernochan, Aslan Ltd.

Market Evaluation of Strategic Planning Processes Within Organizations: The Stock Market's Verdict to the Planning Debate, Ashay B. Desai, U. of Wisconsin, Oshkosh; Barry J. Gilmore, U. of Memphis

Discussant: Gabriel Szulanski, U. of Pennsylvania

409. Paper: Intangible Resources and Capabilities

- 8:30-10:20 Hyatt West: Toronto

Chair: Russell W. Coff, Washington U.

Building Corporate Reputation on the Internet: The Case of Amazon.com, Violina P. Rindova, U. of Washington; Suresh Kotha, U. of Washington

Managing an Organizational Learning System by Aligning Stocks and Flows of Knowledge: An Empirical Examination of Intellectual Capital, Knowledge Management, and Business Performance, Nick Bontis, McMaster U.

Published in Conference Proceedings

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

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

Discussant: Bente R. Lowendahl, Norwegian School of Management

410. Paper: Managing Global Networks

- 8:30-10:20 Hyatt West: Regency Ball A(S)

Chair: Julian Birkinshaw, London Business School

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

External Network of Alliances and Internal Network of Subsidiaries: An Empirical Study of the Relationship Between Global Strategic Alliance Activity and Global Integration, Ash Vasudevan, Washington State U., Pullman; Brett P. Matherne, Georgia State U.

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

Wednesday 10:40 am

411. Symposium: Universities as a Source of New Technology

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

Chairs: Arvids A. Ziedonis, U. of California, Berkeley; Janet E. L. Bercovitz, Duke U.

Prior Knowledge and the Discovery of Entrepreneurial Opportunities, Scott Shane, Massachusetts Institute of Technology

Modeling the Relative Performance of University Technology Transfer Offices: An Exploratory Study, Albert N. Link, U. of North Carolina, Greensboro; Jonathan Silberman, Arizona State U.; Leanne E. Atwater, Arizona State U., West; David A. Waldman, Arizona State U., West; Donald Siegel, Arizona State U., West

The Geographic Reach of Market and Non-Market Channels of Technology Transfer: Evidence from the University of California and Stanford University, Arvids A. Ziedonis, U. of California, Berkeley; David C. Mowery, U. of California, Berkeley

University Industry Technology Transfer: A Cross-Country Comparison, Nils Jul Clausen, Odense U.; Richard M. Burton, Duke U.; Janet E. L. Bercovitz, Duke U.
Discussants: Rebecca Henderson, Massachusetts Institute of Technology; Shane M. Greenstein, Northwestern U.

412. Paper: Joint Ventures: Terminations and Continuations

- ♦ 10:40-12:00 Hyatt West: Toronto

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

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

Looking at the Back End: A Transaction Cost Analysis of Joint Venture Terminations, Jeffrey B. Kaufmann, U. of Illinois, Urbana-Champaign; Hugh M. O'Neill, U. of North Carolina, Chapel Hill

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

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

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

413. Paper: Mergers and Acquisitions Revisited

- ♦ 10:40-12:00 Hyatt West: Regency Ball A(S)

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

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

Persistence in the M&A Decision Process: Sticky Decisions or Overcommitment?, Phanish Puranam, U. of Pennsylvania; Harbir Singh, U. of Pennsylvania; Benjamin Caldwell Powell, U. of Pennsylvania

The Impact of Mergers and Acquisitions on Employment and Labor Efficiency, K. C. O'Shaughnessy, Western Michigan U.; David J. Flanagan, Western Michigan U.

A Review of Recent Research on Mergers and Acquisitions, Melissa E. Graebner, Stanford U.

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

Wednesday 12:20 pm

414. Paper: Hybrid Governance

- ♦ 12:20-2:10 Hyatt West: Acapulco

Chair: Charles C. Snow, Pennsylvania State U.

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

How Relation-Specific Assets Matter: Sourcing-Related Practices and Supplier Performance Improvements in the U.S. and Japanese Automotive Industries, Xavier Martin, New York U.; Masaaki Kotabe, Temple U.

Strategy, Governance Structure, and Performance: Theory and Evidence in Franchising Arrangements, Edward J. Zajac, Northwestern U.; Xiaoli Yin, Northwestern U.

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

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

Discussant: Tarun Khanna, Harvard U.

415. Paper: Evaluating Firm Performance

- ♦ 12:20-2:10 Hyatt West: Toronto

Chair: Theresa Taylor-Coates, Rensselaer Polytechnic Institute

The Performance of U.S. Corporations: 1981-1994, Anita M. McGahan, Harvard U.

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

An Objective Configurational Approach Using Market Power and Efficiency: A Longitudinal Analysis of Information Technology on Firm Performance, Timothy L. Pett, Wichita State U.; Charles Clay Dibrell, U. of Memphis

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

Discussant: Richard Makadok, Emory U.