

# International Management

Program Chair: Farok Contractor, Rutgers University

Workshop Chair: Srilata Zaheer, University of Minnesota

	Start	Regular Program	Shared Program
<b>Friday</b>	1:00 pm	558. International Human Resource M ♦ HW: Dusable 559. IM: Polar Winds to Tropical Pa ♦ HW: Field	78. International Research Collabo ♦ HW: Goldcoast
	5:00 pm		81. Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	6:00 pm		85. Reception for the New Doctoral ♦ S: Gball I
	7:00 pm	560. IM Workshop for Non-US Partici ♦ HW: Field	
<b>Saturday</b>	7:30 am		87. Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		91. Critical Management Studies: P ♦ HW: Columbian 92. Critical Management Studies: ♦ HW: Buckingham 93. Critical Management Studies: P ♦ HW: Comiskey 95. New Doctoral Student Consortiu ♦ S: Gball I 96. RM & IM Intro. to Network Analysis ♦ HE: Skyway 261
	8:30 am		98. IM & RM: Workshop on Hierarchi ♦ HW: Regency Ball A(S) 100. IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am	561. IMD Junior Faculty Consortium ♦ HW: Haymarket 562. IMD Doctoral Consortium ♦ HW: Picasso	103. International Research Collabo ♦ HE: GndBall E 105. Teaching International Managem ♦ HW: Goldcoast
	10:00 am		108. OD/IM/MED/GDO/CAR: Time Management ♦ HE: Skyway 269
	10:30 am		109. SME Development Programs in Ec ♦ HW: McCormick 110. IAOM: Competing in Latin America ♦ S: Alpine II
	1:00 pm		113. IPC: SME Development Programs ♦ HW: McCormick
	1:30 pm		117. IM & BPS: European and North A ♦ HW: Goldcoast 118. IAOM: Challenges & Approaches to Quality ♦ S: Alpine II 123. Management of the Tenure Proce ♦ S: Alpine II
	3:00 pm		
	3:45 pm	563. IM: Korean Case of Restructuring ♦ HW: Goldcoast	
	4:00 pm		125. Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		127. IAOM: Business Meeting & Dinner ♦ S: Alpine II
	6:30 pm	564. IM PDW Reception ♦ HW: Regency Ball A(S)	130. Critical Management Studies: ♦ HW: Comiskey 131. Critical Management Studies: B ♦ HW: Comiskey
	7:30 am		
	8:30 am	565. IMD Junior Faculty Consortium ♦ HW: Haymarket 566. IM Division Doctoral Consortiu ♦ HW: Picasso	138. Management Research & Particip ♦ S: Neuchatel
	9:00 am		140. International Research Collabo ♦ HE: GndBall E 142. Critical Management Studies: ♦ HW: Columbian 143. Critical Management Studies: P ♦ HW: Buckingham 145. Critical Management Studies: P ♦ HW: Comiskey
<b>Sunday</b>	10:30 am	567. IM Barry Richman Awards ♦ HW: Wrigley	
	8:30 am		180. Cultural Complexity ♦ HW: Regency Ball D(N)
	8:45 am	568. Division Welcome ♦ HE: Columbus C/D	
	9:00 am	569. P: Institutional Theory & Int'l M ♦ HE: Columbus H 570. P: Emerging Country Investment ♦ HE: Columbus C/D	298. IP: Global Alliances ♦ HE: Wacker West (1)
<b>Monday</b>	10:40 am	571. P: Cross-cultural Issues in IM ♦ HE: Columbus H 572. P: Knowledge & Global Firms ♦ HE: Columbus C/D	276. JP: Organizational Partnerships ♦ HE: Columbus E/F
	12:20 pm		279. JP: Organizational Commitment ♦ HE: Columbus E/F
	1:00 pm	573. P: MNE Theory & Explaining FDI ♦ HE: Columbus H 574. P: Global Mindsets/Global Leaders ♦ HE: Columbus C/D	
	2:30 pm	575. P: Expatriations on Expatriation ♦ HE: Columbus H 576. P: Reacting to Global Environment ♦ HE: Columbus C/D	282. JP: Outside Directors ♦ HE: Columbus E/F 223. JS: Knowledge and Boundaries ♦ HE: GndBall E 313. IP: Emerging Markets ♦ HE: Wacker West (1) 186. S: Cross-border Knowledge Tran ♦ HW: Water Tower 315. IP: Management Changes in Japan ♦ HE: Wacker West (3)
	4:10 pm	577. P: Cultural Misfits ♦ HE: Columbus H 578. P: Cross-border Alliances ♦ HE: Columbus C/D	188. Knowledge Transfer ♦ HW: Water Tower 189. Corp. Govern. in Plural World ♦ HW: Regency Ball D(N)
	8:50 am	579. P: Mode of Entry Foreign Markets ♦ HE: Columbus H 580. P: Multicultural Teams ♦ HE: Columbus C/D	288. JP: Expatriates ♦ HE: Columbus E/F
	10:30 am	581. P: Entrepren In Emerging Nations ♦ HE: Columbus H 582. P: Values in Global Companies ♦ HE: Columbus C/D	289. JP: E-mail and E-commerce ♦ HE: Columbus E/F 346. IP: Entry Mode Choices ♦ HE: Wacker West (3)
	2:00 pm	583. P: Building a Global Strategy ♦ HE: Columbus H 584. P: Knowledge Across Borders ♦ HE: Columbus C/D	351. IP: Change, Commitment & Culture ♦ HE: Wacker West (3)
<b>Tuesday</b>	3:40 pm	585. Distinguished Scholar Forum ♦ HE: Columbus H	250. JS: NOFIA ♦ HW: Comiskey
	5:30 pm	586. IM Business Meeting & Social ♦ HE: Columbus C/D	
	8:30 am		256. JS: Global Convergence in HRM ♦ HW: Comiskey 361. IP: Investment, Trade & Knowledge ♦ HE: Wacker West (3)
	9:00 am	587. P: HRM in the Global Firm ♦ HE: Columbus H 588. P: Integration/Control For Affil ♦ HE: Columbus C/D	258. JS: Project management ♦ S: Engleberg
<b>Wednesday</b>	10:40 am	589. P: Conflict & Negotiation Mgt ♦ HE: Columbus H 590. P: Int'l Expansion & Evolution ♦ HE: Columbus C/D	296. JP: Turnover and Retention ♦ HE: GndBall C(N) 261. JS: Issues and Solutions in Global ♦ HE: GndBall E
	12:20 pm	591. M: IM Member Feedback/Reflection ♦ HE: Columbus H	266. JS: MNCs and Knowledge Transfer ♦ HE: Columbus E/F 202. HRM lessons from 13 countries ♦ HW: Water Tower

**Friday 1:00 pm****558. International Human Resource Management: Where Are We Now and Where Are We Going?**

- ♦ 1:00-5:00 Hyatt West: Dusable

*Workshop to take stock of research in international HRM*

*Organizers:* Schon L. Beechler, Columbia U.; Mary Ann Von Glinow, Florida International U.

*Panel:* Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.; Vladimir Pucik, IMD; Allan Bird, California Polytechnic U.

**559. IM: Polar Winds to Tropical Paradises: Management Research in the Americas**

- ♦ 1:00-6:00 Hyatt West: Field

*Participative workshop to develop a research program on the Americas*

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

*Presenters:* Terri R. Lituchy, Concordia U., Montreal; Annabella Davila, Instituto Tecnológico y de Estudios Superiores de Monterrey; Andrea Blackwood-Harriot, U. of West Indies; Neusa Santos, Universidad Pontificia Católica, Brazil; Paul Simmonds, Florida State U.; Diana Wong, Bowling Green State U.; Jose G. Vargas-Hernandez, Universidad de Colima

**Friday 7:00 pm****560. IM Workshop for Non-US Participants at the Academy of Management**

- ♦ 7:00-9:00 Hyatt West: Field

*How to network and have fun at the Academy! (Light refreshments provided)*

*Organizers:* Ellen Kaye Gehrke, U. S. International U.; Susan C. Schneider, HEC, Geneva

*Presenters:* Carlos Garcia-Pont, IESE; Kazuhiro Asakawa, Keio Business School; Mary Ann Von Glinow, Florida International U.; Richard T. Mowday, U. of Oregon; Per-Ola Ulvenblad, Halmstad U.

**Saturday 9:00 am****561. IMD Junior Faculty Consortium**

- ♦ 9:00-5:30 Hyatt West: Haymarket

*By invitation only*

*Coordinator:* Sully Taylor, Portland State U.

*Panel:* Christopher Bartlett, Harvard U.; Schon L. Beechler, Columbia U.; Nakiye A. Boyacigiller, San Jose State U.; Hal B. Gregersen, Brigham Young U.; Mauro F. Guillen, Princeton/U. of Pennsylvania; Joyce S. Osland, U. of Portland; Stephen B. Tallman, Cranfield U. / U. of Utah; Eleanor Westney, Massachusetts Institute of Technology

**562. IMD Doctoral Consortium**

- ♦ 9:00-5:30 Hyatt West: Picasso

*By invitation only*

*Coordinator:* Udo Zander, Institute of International Business / Stockholm School of Business

**Saturday 3:45 pm****563. Restructuring and Transformation in Asia: The Korean Case**

- ♦ 3:45-5:45 Hyatt West: Goldcoast

*Chair:* Hak-Chong Lee, Yonsei U.

*Panel:* Michael Byungnam Lee, LG Management Development Institute; Yukiko Fukagawa, Aoyama Gakuin U.; Richard Steers, U. of Oregon

*Presenters:* Ku-Hyun Jung, Yonsei U.; Ingyu Oh, U. of Waikato; Hun-Joon Park, Bowling Green State U.

**Saturday 6:30 pm****564. IM PDW Reception**

- ♦ 6:30-8:00 Hyatt West: Regency Ball A(S)

*For Junior Faculty and Doctoral Consortium and Workshop participants*

*Organizer:* Srilata A. Zaheer, U. of Minnesota

**Sunday 8:30 am****565. IMD Junior Faculty Consortium**

- ♦ 8:30-12:00 Hyatt West: Haymarket

*By invitation only*

*Coordinator:* Sully Taylor, Portland State U.

**566. IM Division Doctoral Consortium**

- ♦ 8:30-10:30 Hyatt West: Picasso

*By invitation only*

*Coordinator:* Udo Zander, Institute of International Business / Stockholm School of Business

**Sunday 10:30 am****567. Barry M. Richman Dissertation Awards Finalists**

- ♦ 10:30-12:00 Hyatt West: Wrigley

*Finalists for the IM Best Dissertation Award will present their research*

*Chair:* John Michael Geringer, California Polytechnic U.

*Coordinator:* Udo Zander, Institute of International Business / Stockholm School of Business

**Monday 8:45 am****568. Division Welcome**

- ♦ 8:45-9:00 Hyatt East: Columbus C/D

*Welcomers:* Farok J Contractor, Rutgers U., Newark/New Brunswick; Srilata A. Zaheer, U. of Minnesota; Stephen B. Tallman, Cranfield U. / U. of Utah; Douglas Nigh, U. of South Carolina; John Michael Geringer, California Polytechnic U.

**Monday 9:00 am****569. Paper: Institutional Theory Applied to Multinational Operations**

- ♦ 9:00-10:20 Hyatt East: Columbus H

*Chair:* Yair Aharoni, Tel Aviv U.

*Mitigating the Liability of Foreignness: Corporate Citizenship in Global Companies*, Charles J. Fombrun, New York U.; Naomi A. Gardberg, New York U.

*When the Cat's Away: A Content Analysis of MNC Overseas Recruitment Print Ads*, Siew Meng Leong, National U. of Singapore; Hwee Hoon Tan, National U. of Singapore; Marissa Loh, National U. of Singapore

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

*Organizational Adaptation in Transition Economies: A Study of the Central European Banking Industry*, Laszlo Tihanyi,

California State U., Fullerton; W. Harvey Hegarty, Indiana U., Bloomington

Published in Conference Proceedings

*Discussant:* Srilata A. Zaheer, U. of Minnesota

**570. Paper: Emerging Country Investment: Managerial Attitudes and Strategy**

- ♦ 9:00-10:20 Hyatt East: Columbus C/D

*Chair:* Daniel Fogel, U. of Pittsburgh

Competitive Positioning and Rivalry in Emerging Market Risk-Assessment, Gerry McNamara, Michigan State U.; Paul Vaaler, Tufts U.

Managerial Attitudes Towards Technology and Innovation in Developed and Developing Countries, Pedro David Perez, Cornell U.; Lois Peters, Rensselaer Polytechnic Institute  
Japanese Firm's Investment Strategies In Emerging Economies, Andrew Delios, Hong Kong U. of Science and Technology; Witold Jerzy Henisz, U. of Pennsylvania

*Discussant:* Bindu Vyas, Rutgers U., Newark/New Brunswick

**Monday 10:40 am**

**571. Paper: Cross-cultural Issues in International Management**

- ♦ 10:40-12:00 Hyatt East: Columbus H

*Chair:* Nancy J. Adler, McGill U.

Evolution of Culture Assimilators: Toward Theory-Based Assimilators, Dharm P. S. Bhawuk, U. of Hawaii

Innovation in Cross-Cultural Alliances: Institutional Forces that Can Lead to a Competitive Advantage, Kimberly-Ann Eddleston, U. of Connecticut

Work Goals in Israel: Change in Their Importance Among the Same People, Over the Course of Time, Itzhak Harpaz, U. of Haifa; Moshe Sharabi, U. of Haifa

Published in Conference Proceedings

Reflections on Hofstede's Mas/Fem Dimension: New Evidence from China, Carolyn Erdener, Hong Kong Baptist U.

*Discussant:* Karen L. Newman, McDonough School of Business, Georgetown U.

**572. Paper: Managing and Acquiring Knowledge in Global Firms**

- ♦ 10:40-12:00 Hyatt East: Columbus C/D

*Chair:* Andrew C. Inkpen, Thunderbird

The Making of High Knowledge Acquirers: Understanding the Nature of Knowledge Enablers in International Joint Ventures and Their Foreign Parents, Marjorie A. Lyles, Indiana U., Indianapolis; John Harald Aadne, Intellectual Capital Services; Georg F. von Krogh, U. of St. Gallen  
Technological Evolution in Multinational Subsidiaries: An Empirical Investigation, Paul C. Almeida, Georgetown U.; Anupama Phene, U. of Texas, Dallas

Time's Arrow: The Impact of Differences in the Time Perspective on Knowledge Management in a Multicultural Context, Mary J. Waller, U. of Illinois, Urbana-Champaign; Cristina B. Gibson, Center for Effective Organizations, USC

Knowledge as Property: The Commercialization of Biotechnology in the United States and France, Michelle Gittelman, New York U.

Published in Conference Proceedings

*Discussant:* Michael David Lord, Wake Forest U.

**Monday 1:00 pm**

**573. Paper: Theories of the Multinational Enterprise: Explaining Foreign Direct Investment**

- ♦ 1:00-2:10 Hyatt East: Columbus H

*Chair:* Thomas James Wesson, York U.

Mode, Size, and Location of Foreign Direct Investment and Industry Price Mark-Up, Wilbur C. Chung, New York U.

Foreign Direct Investment by Japanese Multinationals: An Empirical Analysis of the Internalization Theory, Heather K. Berry, U. of California, Los Angeles; Mariko Sakakibara, U. of California, Los Angeles

When do International Acquisitions Create Value for Bidding Firms?: An Event Study Test, Yangmin Kim, Texas A&M U., College Station

Country of Origin Determinants of Foreign Direct Investment in an Emerging Market: The Case of Mexico, Douglas E. Thomas, Texas A&M U.

*Discussant:* Tailan Chi, U. of Wisconsin, Milwaukee

**574. Paper: Global Mindsets and Global Leaders**

- ♦ 1:00-2:10 Hyatt East: Columbus C/D

*Chair:* David Hunt, U. of Southern Mississippi

Building Global Mindset for Competitive Advantage: A Conceptual Integration of Global Mindset, International

Human Resource Management and Organizational Performance in Multinational Corporations, Schon L.

Beechler, Columbia U.; Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.; Orly Levy, U. of Wisconsin, Madison

What We Talk about When We Talk about "Global Mindset"?, Orly Levy, U. of Wisconsin, Madison; Schon L. Beechler, Columbia U.; Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.

Validity of a Theory of Leadership Across Cultures: A Meta-Analysis, Syed Aqeel Tirmizi, Lahore U of Management Sciences, Pakistan

Leadership Behaviors and Outcomes in Intercultural Work Relationships, Donald L. Ferrin, U. of Minnesota

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

**Monday 2:30 pm**

**575. Paper: Expatriations on Expatriation**

- ♦ 2:30-3:50 Hyatt East: Columbus H

*Chair:* Rajib Sanyal, College of New Jersey

An Empirical Examination of Expatriate Managerial

Behaviors and Multiple Indicators of Effectiveness, Jeffrey Patrick Shay, Cornell U.; J. Bruce Tracey, Cornell U.

Going global: A cross-cultural study of the willingness of new hires to accept expatriate assignments, Mary Cianni, Towers Perrin; Phyllis Tharenou, Monash U., Caulfield



Selection of Expatriates for Regional Business

Operations in Asia: A Study of MNE Managers in Singapore, Osman-Gani M. A. Ahad, Nanyang

Technological U., Singapore; Wee-Liang Tan, Nanyang Technological U., Singapore; Thian-Ser Toh, Singapore Management University

Increasing the Skill Utilization of Expatriates, Mark C. Bolino, U. of South Carolina; Daniel C. Feldman, U. of South Carolina

*Discussant*: Rosalie L. Tung, Simon Fraser U.

**576.** Paper: **Reacting to Changes in the Global Competitive Environment**

- 2:30-3:50 Hyatt East: Columbus C/D

*Chair*: Thomas C. Lawton, U. of London

NAFTA, Environmental Regulations and Firm Strategies,

Alan M. Rugman, Templeton College, U. of Oxford; John Kirton, U. of Toronto

Are French Decision Makers Becoming Less Risk Averse? A

Comparative Study of Risky Strategic Decisions in France

and the U.S., D. Lynne Persing, Ecole Supérieure de

Commerce de Toulouse; Denis Lacoste, U. de Toulouse 2/

Ecole Supérieure de Commerce de Toulouse; Long W.

Lam, U. of Houston, Clear Lake

Adapting to Globalization: Gearing Up in the US Machine

Tool Industry, David Michael Berg, U. of Texas, Dallas

Competitive Rivalry in Multinational Markets: Strategic

Options and Their Determinants, Hao Ma, Bryant College

*Discussant*: Sumit Kumar Kundu, Saint Louis U.

**Monday 4:10 pm**

**577.** Paper: **Cultural Misfits and the Liability of Foreignness**

- 4:10-5:30 Hyatt East: Columbus H

*Chair*: Dail L. Fields, George Washington U.

The Liability of Foreignness: An Empirical Test in the Global

Banking Industry, Arvind Parkhe, Indiana U.,

Bloomington; Stewart R. Miller, Indiana U., Bloomington

Organizational Culture and Effectiveness: The Case of

Foreign Firms in Russia, Carl F. Fey, Stockholm School of

Economics; Daniel R. Denison, U. of Michigan

Culture Differences and IJV Performance: Do National and

Organizational Cultures Matter?, Vijay Pothukuchi,

Rutgers U.; Fariborz Damanpour, Rutgers U., Newark

Cross-Cultural Understanding and International Management:

Some Considerations on a Conceptual Framework for

Conflict Resolution in Management in Foreign Cultures,

Brij Nino Kumar, U. of Erlangen-Nuremberg; Karen

Hoffmann, U. of Erlangen-Nuremberg

*Discussant*: Lena Zander, Institute of International Business / Stockholm School of Business

**578.** Paper: **Cross-border Alliances**

- 4:10-5:30 Hyatt East: Columbus C/D

*Chair*: Anil Gupta, U. of Maryland

Interdependence, Cultural Congruence, and Social

Connectedness Between Alliance Partners: The

Determinants of Global Strategic Alliance Survival,

Christine M. Chan, Chinese U. of Hong Kong; Shige

Makino, Chinese U. of Hong Kong

Published in Conference Proceedings

The Impact of the Traits of Local Partner Firms on

International Joint Venture's Performance: The Analysis of

117 IJVs in South Korea, Dong-Sung Cho, Seoul National

U.; Hyeon-Deog Cho, Seoul National U.

Building a Foreign Sales Base: The Roles of Capabilities and

Alliances for Entrepreneurial and Established

Semiconductor Firms, Michael J. Leiblein, Ohio State U., Columbus; Jeffrey J. Reuer, INSEAD

Cultural Distance and Joint Ventures, Jeffrey B. Kaufmann,

U. of Illinois, Urbana-Champaign; Hugh M. O'Neill, U. of

North Carolina, Chapel Hill

*Discussant*: James A Woodley, Rutgers U., Newark

**Tuesday 8:50 am**

**579.** Paper: **Choosing the Optimal Organizational Mode for Foreign Market Entry**

- 8:50-10:10 Hyatt East: Columbus H

*Chair*: Harry Barkema, U. of Tilburg

The Foreign Market Servicing Behavior of Large

Multinational Corporations: An Empirical Investigation,

Jane F. Craig, U. of New South Wales

Published in Conference Proceedings

How Much Do Country, Industry And Firm Matter? A Meta-

Analysis of Modes of Foreign Entry Decisions, Mousumi

Bhattacharya, Syracuse U.

Entry Mode Selection During International Expansion: The

Case of MNEs in an Emerging Market, Yadong Luo, U. of

Hawaii

The Impact of Cultural and Geographic Distance, Country

Experience and Multiple Sources of Technological

Competencies on the Choice Between Foreign Direct

Investment and Technology Licensing, Andrea Fosfuri,

Universidad Carlos III, Madrid; Ashish Arora, Carnegie

Mellon U.

*Discussant*: Jaeyong Song, Columbia U.

**580.** Paper: **Multicultural and Spatially-Separated Teams**

- 8:50-10:10 Hyatt East: Columbus C/D

*Chair*: Jean Boddewyn, Baruch College/City U. of New York

Contrast and Flow: Two Perspectives for Examining

Multicultural Teamwork, Esther Wyss-Flamm, Case

Western Reserve U.

The Influence of Status Cues on the Task Effectiveness of

Multinational Management Teams, Christina Lea Butler,

London Business School

The Cultural Context of Teams: An Integrative Model of

National Culture, Work Team Characteristics, and Team

Effectiveness, Jasmine Tata, Loyola U., Chicago

Published in Conference Proceedings

Social Contact in a Geographically Distributed Team: A

Social Network Perspective, Aparna Joshi, Rutgers U.,

New Brunswick; Paula M. Caligiuri, Rutgers U., New

Brunswick

*Discussant*: Wesley David Sine, Cornell U.

**Tuesday 10:30 am**

**581.** Paper: **Entrepreneurial Leadership in Emerging Markets**

- 10:30-11:50 Hyatt East: Columbus H

*Chair*: Kevin B. Lowe, U. of North Carolina, Greensboro

Privitization and Economic Liberalization: the Role of the

Entrepreneur as a Catalyst for Change in Transition

Economies, Ben L. Kedia, U. of Memphis; Charles Clay

Dibrell, U. of Memphis; Paula D. Harveston, U. of

Memphis

The Role of Pioneering Advantage in the Entrepreneurial Transformation of Newly Privatized Enterprise, Jonathan Paul Doh, American U.

Implicit Leadership Theory and Culture: The Case of Mexico and the U.S., Jerry C. Wofford, U. of Texas, Arlington; Stephen Lovett, San Diego State U.; J. Lee Whittington, Texas Wesleyan U.; Terry M. Coalter, Jacksonville U.



A Cross-Cultural Study of Leader Power in the U.S. and South Korea, M. Afzalur Rahim, Western Kentucky U.; Nam Hyeon Kim, Keimyung U., South Korea; David T. Antonioni, U. of Wisconsin, Madison; Clement Psenicka, Youngstown State U.

*Discussant*: Samir Youssef, American U., Cairo

**582. Paper: Values in Global Companies: Ethics, Creativity & Job Satisfaction**

♦ 10:30-11:50 Hyatt East: Columbus C/D

*Chair*: Colette Frayne, California State Polytechnic U., San Luis Obispo

Creativity in a Cultural Context, Rose Trevelyan, Australian Graduate School of Management

A Single Framework for the Ethical and Strategic Global Manager, Scott J. Reynolds, U. of Minnesota  
Published in Conference Proceedings

Effect of Cultural Variation on the Behavioral Response to Declining Job Satisfaction, David C. Thomas, U. of Auckland; Kevin Au, Chinese U. of Hong Kong

*Discussant*: Simcha Ronen, Tel Aviv U.

**Tuesday 2:00 pm**

**583. Paper: Building a Global Strategy: Structure, Configuration and Diversification**

♦ 2:00-3:20 Hyatt East: Columbus H

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

Centers of Excellence in Multinational Corporations, Julian Birkinshaw, London Business School; Prescott C. Ensign, U. of Western Ontario; Tony S. Frost, U. of Western Ontario, Ivey School of Business

Diversification Strategy, Keiretsu Affiliation, and Capital Structure in Japanese Multinational Enterprises, John Michael Geringer, California Polytechnic U.; David M. Olsen, U. of Utah

Self-Regulation and the Sanctuary Strategy: Competitive Advantage through Domestic Cooperation by Japanese Firms, Ulrike Schaeede, U. of California

Influence of Industry and Firm-level Effects on Global of Strategy: A Variance Components Analysis, Alfredo J. Mauri, Baruch College/City U. of New York; Brett P. Matherne, Georgia State U.

Institutional Pressures, Strategic Responses, and Foreign Subsidiary Performance, Deyin Xu, York U.

*Discussant*: Hemant Merchant, Simon Fraser U.

**584. Paper: Transfer of Knowledge and Technology Across Borders**

♦ 2:00-3:20 Hyatt East: Columbus C/D

*Chair*: Anju Seth, U. of Illinois, Urbana-Champaign

Technology Spillovers from Foreign Direct Investment in the Indian Pharmaceutical Industry, Susan Elizabeth Feinberg, U. of Maryland; Sumit K. Majumdar, Imperial College of Science, Technology and Medicine

Managing Technology Transfer Across Borders: Normative and Cognitive Considerations, Kamal Ahmed Munir, McGill U.

Technology Transfer Capacity: a Missing Link in the Theory of the Multinational Corporation, Xavier Martin, New York U.; Robert Salomon, New York U.

The Transfer of Knowledge in the Multinational Corporation: Considering Context, Adva Dinur, Temple U.; Andrew C. Inkpen, Thunderbird; Robert Hamilton, Temple U.

*Discussant*: Joanne Oxley, U. of Michigan

**Tuesday 3:40 pm**

**585. AICM-IMD Distinguished Scholar Forum: "Vertical and Horizontal Individualism and Collectivism: Implications for International Comparative Management**

♦ 3:40-5:15 Hyatt East: Columbus H

*Co-Chairs*: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign; Dick Peterson, U. of Washington

*Speaker*: Harry C. Triandis, U. of Illinois, Urbana-Champaign

*Panelists*: Wayne F. Cascio, U. of Colorado, Denver; Peter W. Dorfman, New Mexico State U.; Chris Earley, Indiana U.; Karlene A. Roberts, U. of California, Berkeley

**Tuesday 5:30 pm**

**586. IM Business Meeting and Social**

♦ 5:30-7:00 Hyatt East: Columbus C/D

*Barry Richman Dissertation Award; Best Paper Award; Best Reviewer Awards; Review of Division Finances; RECEPTION: Delicious Goodies and Intelligent Company*

*Chair*: Stephen B. Tallman, Cranfield U. / U. of Utah

*Facilitators*: John Michael Geringer, California Polytechnic U.; Srilata A. Zaheer, U. of Minnesota; Douglas Nigh, U. of South Carolina; Farok J Contractor, Rutgers U., Newark/New Brunswick

**Wednesday 9:00 am**

**587. Paper: Human Resource Management in the Global Firm**

♦ 9:00-10:20 Hyatt East: Columbus H

*Chair*: Dick Peterson, U. of Washington

A Comparison of Pay Values by Organizational Type in China, Russia, and the United States: Support for the Divergence, Crossvergence or Convergence Theories of Cultural Values Adaptation?, Jane K. Giacobbe-Miller, U. of Massachusetts; Daniel J. Miller, Central Connecticut State U.; Vladimir I. Victorov, St. Petersburg State Technical U.  
Published in Conference Proceedings

**Human Resource Management Practices and Firm**

Performance in Chinese Enterprises: An Exploratory Test of Best Practice Theory Versus Contingency Theory, Lihua Olivia Wang, Northwestern U.; Larry J. L. Farh, Hong Kong U. of Science and Technology; Linlian Luo, Tong Ji U.  
Published in Conference Proceedings

**Training and Human Resource Development Among**

Indigenous Firms and MNC Affiliates in East and Southeast Asia, Kenneth R. Bartlett, U. of Illinois, Urbana-Champaign; Johngeok Bae, Hanyang U.; Shyh-Jer Chen,

National Sun Yat-Sen U.; John J. Lawler, U. of Illinois, Urbana-Champaign

A Cultural Analysis of Organizational Commitment and Turnover Intentions in a Collectivist Society, Syeda Arzu Wasti, U. of Illinois, Urbana-Champaign  
Published in Conference Proceedings

*Discussant:* Dharm P. S. Bhawuk, U. of Hawaii

**588.** Paper: **Integration and Control over Foreign affiliates and Production Units**

- ♦ 9:00-10:20 Hyatt East: Columbus C/D

*Chair:* Sriram Beldona, Rutgers U., Newark/New Brunswick  
Revisiting the Headquarters-Subsidiary Relationship in the Multinational Corporation, Stewart Johnston, U. of Melbourne, Australia

Control Exercised by U.S. Multinationals Over Their Overseas Affiliates: Does Location Make a Difference?, Malika Richards, Drexel U.

Foreign Control and Survival of Joint Ventures: An Examination of Japanese IJVs in Asia, Jane Lu, U. of Western Ontario; Louis Hebert, U. of Western Ontario  
Strategic Idiosyncrasy Versus Depth of Product Renewal: Integrating an Individual Production Unit into Global Multi-plant Operations, Markus Alexander Collet, Cheneviere&Co.

*Discussant:* Mahesh Joshi, St. Joseph's U.

**Wednesday 10:40 am**

**589.** Paper: **Conflict and Negotiation Management in Multi-cultural Firms**

- ♦ 10:40-12:00 Hyatt East: Columbus H

*Chair:* Nickolas Athanassiou, Northeastern U.

Tendencies for Escalatory Behavior: Mexican Versus U.S. Managers and Professionals, Charles R. Greer, Texas Christian U.; Gregory K. Stephens, Texas Christian U.

Whistle-Blowing Behavior in a Global Economy: An Extended Model, Michael T. Rehg, Air Force Institute of Technology; Arvind Parkhe, Indiana U., Bloomington

The Influence of Personality, Social Perceptions, and Goals on Negotiation Behavior and Outcomes: A Chinese Study, Alfred Jaeger, McGill U.; Xiaoyun Wang, McGill U.; Arif Butt, McGill U.; Troy Anderson, McGill U.; Zhenzhong Ma, McGill U.; David Saunders, McGill U.

Why Don't They Fight Each Other? Cultural Diversity and Operational Unity in Multinational Peacekeeping Forces, Efrat Elron, Hebrew U.; Boas Shamir, Hebrew U.; Eyal Ben-Ari, Hebrew U.

*Discussant:* Tatiana Kostova, U. of South Carolina

**590.** Paper: **International Expansion and Evolution**

- ♦ 10:40-12:00 Hyatt East: Columbus C/D

*Chair:* Anisya S. Thomas, Stockholm School of Economics  
Toward a Contingency Model of Incremental International Expansion: the Impact of Firm, Industry and Host Country Characteristics, Jay H. Rhee, San Jose State U.; Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

Flows of Local Market Knowledge within the Firm: An Expanded View of Entry into New International Markets, Michael David Lord, Wake Forest U.; Annette L. Ranft, West Virginia U.

Published in Conference Proceedings

Growing in a Foreign Soil: A Review of Subsidiary Evolution, Cyril Daniel Bouquet, U. of Western Ontario  
Capabilities, Survival and the Profitability of Foreign Subsidiaries, Andrew Delios, Hong Kong U. of Science and Technology; Paul W. Beamish, U. of Western Ontario  
*Discussant:* Udo Zander, Institute of International Business / Stockholm School of Business

**Wednesday 12:20 pm**

**591.** Meeting: **IM Division Member Feedback and Reflection**

- ♦ 12:20-2:10 Hyatt East: Columbus H

*Members of the IM Division are urged to provide feedback and suggestions for organizing the next meeting, as well as comments on the overall running of the division. We depend on member ideas and initiatives to develop our mission.*

*Chair:* Stephen B. Tallman, Cranfield U. / U. of Utah

*Division Welcomers:* Douglas Nigh, U. of South Carolina; Srilata A. Zaheer, U. of Minnesota

*Facilitator:* Farok J Contractor, Rutgers U., Newark/New Brunswick