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### 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 Tecnologico y de Estudios Superiores de Monterrey; Andrea Blackwood-Harriot, U. of West Indies; Neusa Santos, Universidad Pontifica Catholica, 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

### 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


**Organizational Adaptation in Transition Economies: A Study of the Central European Banking Industry**, Laszlo Tihanyi,
570. Paper: **Emerging Country Investment: Managerial Attitudes and Strategy**
- Chair: Daniel Vogel, 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**
- Chair: Nancy J. Adler, McGill U.
- Evolution of Culture Assimilators: Toward Theory-Based Assimilators, Dharm P. S. Bhawuk, U. of Hawaii
- 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**
- Chair: Andrew C. Inkpen, Thunderbird
- 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

**Monday 1:00 pm**

573. Paper: **Theories of the Multinational Enterprise: Explaining Foreign Direct Investment**
- 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.
- **Discussant:** Michael David Lord, Wake Forest U.

574. Paper: **Global Mindsets and Global Leaders**
- Chair: David Hunt, U. of Southern Mississippi
- 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 California, Los Angeles; Mariko Sakakibara, U. of California, Los Angeles; Mariko Sakakibara, U. of California, Los Angeles; Mariko Sakakibara, U. of California, Los Angeles
- **Discussant:** Tailan Chi, U. of Wisconsin, Milwaukee

575. Paper: **Expatiations on Expatriation**
- 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. Alhad, Nanyang Technological U., Singapore; Wei-Liang Tan, Nanyang Technological U., Singapore; Thian-Ser Toh, Singapore Management University**

**Monday 2:30 pm**
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
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

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
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 Bodewyn, 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, Western Reserve U.
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
Privatization 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.


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

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

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

   • 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


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; Johnseok Bae, Hanyang U.; Shyh-Jer Chen,
588. Paper: Integration and Control over Foreign affiliates and Production Units

• 9:00-10:20 Hyatt East: Columbus C/D

Chair: Srijam 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


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

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

• 10:40-12:00 Hyatt East: Columbus H

Chair: Nickolas Athanassiou, Northeastern U.


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


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

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.