## Showcase Symposia

**Program Chair:** Andrew H. Van de Ven, University of Minnesota

### Monday 8:30 am

<table>
<thead>
<tr>
<th>Start</th>
<th>Session</th>
<th>Title</th>
<th>Chair</th>
<th>Presenters</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Start</th>
<th>Session</th>
<th>Title</th>
<th>Chair</th>
<th>Presenters</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30-10:20</td>
<td>180. (GDO, IM)</td>
<td>Cultural Complexity in the Workplace: Asian and Hispanic Dialogues on the Journey Toward Pluralism</td>
<td>Co-Chairs: Michael G. Pratt, U. of Illinois, Urbana-Champaign; Janet M. Dukerich, U. of Texas, Austin; Anat Rafaeli, U. of Haifa; Mary Ann Glynn, Emory U.; Jessica L. Simmons, U. of Texas, Austin; Kevin E. Dickson, U. of Texas, Austin</td>
<td></td>
</tr>
</tbody>
</table>

### Monday 10:40 am

<table>
<thead>
<tr>
<th>Start</th>
<th>Session</th>
<th>Title</th>
<th>Chair</th>
<th>Presenters</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Start</th>
<th>Session</th>
<th>Title</th>
<th>Chair</th>
<th>Presenters</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:20-2:10</td>
<td>182. (HR, OB, SIM)</td>
<td>Understanding Stigmatized Groups: The Journey to Acceptance in a Pluralistic World of Work</td>
<td>Co-Chairs: Carolyn Marie Wiethoff, Ohio State U., Columbus; Jerald Greenberg, Ohio State U., Columbus</td>
<td>Boeing, Corporate, and Organizational Strategy, Jerald Greenberg, Ohio State U., Columbus</td>
</tr>
</tbody>
</table>

### Monday 12:20 pm

<table>
<thead>
<tr>
<th>Start</th>
<th>Session</th>
<th>Title</th>
<th>Chair</th>
<th>Presenters</th>
</tr>
</thead>
</table>
Organizer: Chair:
Knowledge for Large System Change

Discussants:
Discussant: Hayagreeva Rao, Emory U.

Monday 1:00 pm

184. (GDC, OMT) Making Sense of Change: Essential Stabilities in Breathless Journeys
• 1:00-2:10 Hyatt West: Regency Ball D(N)
Chair: Ian Colville, U. of Bath
Presenters: Robert W. Waterman, The Waterman Group; Karl E. Weick, U. of Michigan

Monday 2:30 pm

185. (GDO, HR, SIM) Genetic Testing, Privacy, and Employment Discrimination
• 2:30-3:50 Hyatt West: Goldcoast
Chair: Cliff Cheng, U. of Southern California
Genetic Testing, Employment Discrimination, and Managerial Decision Making, Elaine Draper, U. of California, Berkeley
Genetic Testing and Occupational Disease, No Causal Link: A Technology for Asymptomatic ADA Discrimination?, Cliff Cheng, U. of Southern California
Genetic Screening and Privacy, Eugene F. Stone-Romero, U. of Central Florida
Discussants: David E. Hyatt, DeCotiis Erhard Strategic Consultants; Amitai Etzioni, George Washington U.; Dianna Stone, U. of Central Florida

186. (IM, MC, ODC) Cross-Border Transfer of Management Knowledge for Large System Change
• 2:30-3:50 Hyatt West: Water Tower
Chair: Kenneth Murrell, U. of West Florida
Organizer: Raymond Saner, Center for Socio-Economic Development

The Marshall Plan and Early Transfers of Managerial Knowledge, Marie-Laure Djelic, ESSEC
Intercultural Problems in East-West Management: The Collective Culture Shock in Hungary and Czech Republic, Gerhard Fink, U. of Vienna; Sylvia Meierewert, U. of Vienna
The Change of Japan’s Financial Management System after World War II: Similarities and Dissimilarities with Eastern Europe after the Cold War, Nobuko Inagawa, Hamamatsu University
From Import to Export: Can Western Economies Benefit from the Transfer of Management Ideas from Malaysia and Singapore?, Guy Callender, U. of Technology, Sydney; Judy Johnston, U. of Technology, Sydney (UTS)

The Change of Japan’s Financial Management System after World War II: Similarities and Dissimilarities with Eastern Europe after the Cold War, Nobuko Inagawa, Hamamatsu University

Monday 4:10 pm

187. (OMT, RM) Understanding the Pluralistic World: The Role of Theory and Research in Organizational Discourse
• 2:30-3:50 Hyatt West: Regency Ball D(N)
Organizational Discourse: Contributions and Challenges, Cliff Oswick, King’s College; David Grant, King’s College, London
Dialogical Approaches to Organizational Discourse: A Program of Research, Cynthia Hardy, U. of Melbourne, Australia
Levels of Discursive Struggle, Nelson W. Phillips, McGill U.
The Discursive Construction of Identities, Steve Maguire, McGill U.
Conversations and Narrative in Interorganizational Collaboration, Thomas B. Lawrence, U. of Victoria
Discussant: Linda L. Putnam, Texas A&M U.

188. (BPS, IM) Creating and Mobilizing Knowledge within Organizations and Beyond: Evidence from the Field
• 4:10-5:30 Hyatt West: Water Tower
Chair: Pablo Martin de Holan, INCAE (Costa Rica)
Presenters: Jean-Jacques Degroof, Massachusetts Institute of Technology
An Actor Perspective to Organizational Learning: Middle Managers as Enablers of Knowledge in Radical Change, Quy Huy, INSEAD
Memory Systems In Organizations, Fernando Olivera, U. of Western Ontario
The Intra-firm Transfer of Contextual Knowledge Across Borders: Barriers and Solutions to Adoption, Diffusion and Institutionalization of the U.S. Practices into the Japanese and European Environments in Pharmaceutical Companies, Kazuhiro Asakawa, Keio Business School
Knowledge creation, circulation and maintenance in international strategic alliances, Pablo Martin de Holan, INCAE (Costa Rica)
Discussant: Martin Schulz, U. of Washington

189. (BPS, IM, OMT) Pluralistic World, One Model?
Corporate Governance Change In and Between Continental European Union and Anglo-Saxon Countries
• 4:10-6:00 Hyatt West: Regency Ball D(N)
Chair and Organizer: Eugenio Marchese, Cornell U.
Change in Anglo-Saxon Corporate Governance: Structures, Effects, and Transferability of Director Professionalism, Eugenio Marchese, Cornell U.
: Mauro F. Guillen, Princeton/U. of Pennsylvania
: Michel Goyer, Massachusetts Institute of Technology/Harvard U.
Corporate Governance Convergence in a Globalizing Equity Market, Michael Useem, U. of Pennsylvania
Convergence of Corporate Governance Models? Maybe Not, Mauro F. Guillen, Princeton/U. of Pennsylvania
The Anglo-Saxon and the Continental Corporate Governance Models: Where do Italy and Spain Fit?, Ruth V. Aguiler, Harvard U.
Tuesday 8:30 am

190. (MOC, OB, OMT) Cognition’s Evolution in the Academy: A Journey into the New Millennium (Knowledge)
• 8:30-10:10 Hyatt West: Water Tower
Organizers: Cynthia G. Emrich, Purdue U.; Margaret D. Gorman, George Washington U.
Evolution and Devolution in the Study of Cognition in Organizations, Neal M. Ashkanasy, U. of Queensland; Karl E. Weick, U. of Michigan

191. (HR, OB, RM) Agreeing To Disagree on Organizational Phenomena: A Panel Discussion About Self-other Agreement, Congruence, and Fit as we Journey Into a Pluralistic World
• 8:30-10:10 Hyatt West: Regency Ball D(N)
Chair: Claudia C. Cogliser, Oregon State U.
Panelists: Leanne E. Atwater, Arizona State U., West; Kenneth L. Bettenhausen, U. of Colorado, Denver; Jennifer A. Chatman, U. of California, Berkeley; Lawrence R. James, U. of Tennessee, Knoxville; Melenie J. Lankau, Cornell U.; Cheri Ostroff, Arizona State U.; Anne S. Tsui, Hong Kong U. of Science and Technology; Robert J. Vandenberg, U. of Georgia; Francis J. Yammarino, State U. of New York, Binghamton

Tuesday 10:30 am

192. (MED, ODC) Organization Development: Past, Present, and Future
• 10:30-11:50 Hyatt West: Water Tower
Chair: Edgar H. Schein, Massachusetts Institute of Technology
Presenters: Richard Beckhard, Richard Beckhard Associates; David A. Nadler, Delta Consulting Group Inc.; Christopher G. Worley, Pepperdine U.; David L. Cooperrider, Case Western Reserve U.

Tuesday 2:00 pm

193. (BPS, OMT, TIM) Replicating Knowledge for Competitive Advantage (Knowledge)
• 2:00-3:20 Hyatt West: Water Tower
Chairs: Gabriel Szulanski, U. of Pennsylvania; Sidney G. Winter, U. of Pennsylvania
Knowledge Transfer Within the Firm: A Replication Perspective on Internal Stickiness, Gabriel Szulanski, U. of Pennsylvania; Sidney G. Winter, U. of Pennsylvania

Tuesday 3:40 pm

195. (OCIS, ODC, TIM) Information Technology and Organizational Change in Turbulent Environments: Exploring Emergent Technology Designs for Sensemaking
• 3:40-5:00 Hyatt West: Water Tower
Chair: Ram Tenkasi, Benedictine U.
Mutual Sensemaking and Interpretation as the Basis of Knowledge Integration: SPIDER, a Perspective Taking Software for Exploring Knowledge Diversity in Knowledge Intensive Environments, Richard J. Boland, Jr., Case Western Reserve U.; Ram Tenkasi, Benedictine U.
TOP Modeler: A Tool for Rapid Organizational Redesign, Ann Majchrzak, U. of Southern California; Bryan Borys, U. of Southern California; Les Gasser, U. of Illinois, Urbana-Champaign
Knowledge Creation Through Interpretation: The Role of Computer-Mediated Simulations in a Laboratory Environment, Tojo Joseph Thatchkenkery, George Mason U.; Ravi Behara, Florida Atlantic U.; Con Kenney, FannieMae
Discussant: Robert P. Gephart, U. of Alberta
**Wednesday 8:30 am**

197. (MED, OB, SIM) **Finding the moral center: Is there a place for virtue and values in organizations**
- 8:30-10:20 Hyatt West: Water Tower
*Organizer:* Thomas A. Wright, U. of Nevada, Reno
*Presenters:* David Whetten, Brigham Young U.; Jerald Greenberg, Ohio State U., Columbus; Laurie Larwood, U. of Nevada; Steven M. Sommer, U. of Nebraska; Thomas A. Wright, U. of Nevada, Reno
*Discussant:* Andre L. Delbecq, Santa Clara U.

198. (CM, ONE) **The Framing of Intractable Environmental Disputes**
- 8:30-10:20 Hyatt West: Regency Ball D(N)
*Chair:* Roy J. Lewicki, Ohio State U.
*Discussant:* Max M. Bazerman, Northwestern U.

**Wednesday 10:40 am**

199. (OOC, RM) **Joint Sensemaking and Sensegiving: The Reflective Practitioner and the Practicing Academic**
- 10:40-12:00 Hyatt West: Water Tower
*Chair:* Karen Ayas, Erasmus U., Rotterdam
*Presenters:* Peter M. Senge, MIT/Society for Organizational Learning Insider/Outsider Team Research: An Outsider Researcher's Proposals and An Insider Organizational Member's Responses; Jean M. Bartunek, Boston College; J. Kimball Kehoe, Profitlink Inc.
*Discussant:* Gregory K. Stephens, Texas Christian U.

**Wednesday 12:20 pm**

201. (CAR, OB) **Understanding the dynamics and complexities of work transitions: A journey into the pluralistic world of individual change and development**
- 12:20-2:10 Hyatt East: GndBall A
*Chair:* Hugh Gunz, U. of Toronto
*Presenters:* Michael D. Higgs, Australian Graduate School of Management; Robert Wood, Australian Graduate School of Management
*Discussants:* Lillian T. Eby, U. of Georgia; Jennifer A. Chatman, U. of California, Berkeley
*Presentations:* Proven Behaviors and Proactive Repatriates: Keys to Successful Repatriation Transitions?; Sharon Leiba-O'Sullivan, Concordia U.
*Discussants:* Leisa D. Sargent, Queensland U. of Technology
*Chair:* Veronica Reiter-Palmon, U. of Nebraska, Omaha
*Discussants:* Gregory K. Stephens, Texas Christian U.

**Showcase Symposia**
Showcase Symposia

Strategic Human Resource Management: A Cross-Cultural Practice?, David E. Bowen, Thunderbird; Pillai Rajanandini, California State U., San Marcos

The Best Practice International HRM Project: Compensation, Peter J. Dowling, U. of Tasmania

An Exploratory Study of the Purpose of Performance Appraisal in Asia, Latin America, and North America, Cherrie Jiuhua Zhu, Monash U.; Stephen Nason, Hong Kong U. of Science and Technology; John F. Milliman, U. of Colorado, Colorado Springs

203. (OMT, TIM) Path Dependence and Creation
- 12:20-2:10 Hyatt West: Regency Ball D(N)
Chairs: Raghu Garud, New York U.; Peter Karnoe, Copenhagen Business School


Complexity, Attractors, and Path Dependence and Creation in Technological Evolution, Joel A. C. Baum, U. of Toronto

Technologies of Managing and the Mobilization of Paths, Jan Mouritsen, Copenhagen Business School; Niels Dechow, Copenhagen Business School


Path Creation as a Process of Mindful Deviation, Raghu Garud, New York U.; Peter Karnoe, Copenhagen Business School

Wednesday 1:00 pm

204. (ENT, GDO, PNS) Developmental Entrepreneurship
- 1:00-2:10 Hyatt West: Regency Ball C(N)
Chair: Craig Galbraith, U. of North Carolina, Wilmington


Discussant: Steve Robinson, U. of North Carolina, Wilmington
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 am</td>
<td>205. JS: Organization Culture Research • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>206. JS: Errors in Organizations • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>207. JS: Managing Growth • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>208. JS: Cognition and TMTs • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>209. JS: Euphonic Pedagogy: Musical • S: Alpine II</td>
</tr>
<tr>
<td></td>
<td>210. JS: Measurement Issues in SHRM • S: Gball 3</td>
</tr>
<tr>
<td></td>
<td>211. JS: Ghosts of Academies Past, Pres • S: Gball I</td>
</tr>
<tr>
<td>10:40 am</td>
<td>212. JS: Organizational Dynamics • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>213. JS: Change and Development in ODC • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>214. JS: Time and Organizations • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>215. JS: From Both Sides Now: Perspecti • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>216. JS: Mentoring in a Pluralistic Env • S: Gball 3</td>
</tr>
<tr>
<td>12:20 pm</td>
<td>217. JS: Organizational Entry Journey • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>218. JS: Change and Feminism Journeys • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>219. JS: Feedback Based Interventions • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>220. JS: Virtuality and work • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>221. JS: The Gendered Classroom • S: Gball 3</td>
</tr>
<tr>
<td>2:30 pm</td>
<td>222. JS: Individual Differences In Perc • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>223. JS: Knowledge and Boundaries • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>224. JS: Cognitive Strategic Groups (K) • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>225. JS: Beyond Armchair Feminism III • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>226. JS: Doctoral Education Trends • S: Gball 3</td>
</tr>
<tr>
<td>4:10 pm</td>
<td>227. JS: Work Safety Improvement • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>228. JS: Managing Knowledge (K) • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>229. JS: Spirituality at Work • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>230. JS: Causal Mapping Tutorial • HW: Picasso</td>
</tr>
<tr>
<td></td>
<td>231. JS: The Good, The Bad, and The Ugl • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>232. JS: Organizational Creativity • S: Gball 3</td>
</tr>
<tr>
<td></td>
<td>233. JS: OB-HR Theme: Ind./Collectivism • S: Gball I</td>
</tr>
<tr>
<td>8:30 am</td>
<td>234. JS: Careers in Transition • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>235. JS: Change and Performance • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>236. JS: Project-Based Learning • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>237. JS: Trust in Virtual Worlds • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>238. JS: Reclaiming Past Knowledge • S: Neuchatel</td>
</tr>
<tr>
<td></td>
<td>239. JS: Sexual Harassment Perspectives • S: Gball 3</td>
</tr>
<tr>
<td>10:30 am</td>
<td>240. JS: Individualism-Collectivism • HW: Columbian</td>
</tr>
<tr>
<td></td>
<td>241. JS: Relational Experiences at Work • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>242. JS: Leadership and Evaluations • HW: Regency Ball B(S)</td>
</tr>
<tr>
<td></td>
<td>243. JS: Global Corporate Citizenship • S: Gball 3</td>
</tr>
<tr>
<td></td>
<td>244. JS: The Academy and the Media • S: Gball 1</td>
</tr>
<tr>
<td>2:00 pm</td>
<td>245. JS: Sweet Home Chicago • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>246. JS: Re-thinking What We Think • S: Gball 3</td>
</tr>
<tr>
<td>3:40 pm</td>
<td>247. JS: Mgmt and OD Across Borders • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>248. JS: Social Enterprise: Organizatio • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>249. JS: Contingent Work Consequences • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>250. JS: NOFIA • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>251. JS: Management through Racial Lens • S: Gball 3</td>
</tr>
<tr>
<td>8:30 am</td>
<td>252. JS: Self-Efficacy • HE: Columbus E/F</td>
</tr>
<tr>
<td></td>
<td>253. JS: Pluralism and Work • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>254. JS: Competitive Dynamics (I) • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>255. JS: Racio-Ethic Relations • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>256. JS: Global Convergence in HRM • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>257. JS: Knowledge-Action Nexus • S: Gball 3</td>
</tr>
<tr>
<td>9:00 am</td>
<td>258. JS: Project management • S: Engleberg</td>
</tr>
<tr>
<td>10:40 am</td>
<td>259. JS: Knowledge in Service Firms (K) • HE: Columbus K/L</td>
</tr>
<tr>
<td></td>
<td>260. JS: Rationalism and Pluralism • HE: GndBall B</td>
</tr>
<tr>
<td></td>
<td>261. JS: Issues and Solutions in Global • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>262. JS: Work and Vacation • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>263. JS: Equity in Pay and Promotions • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>264. JS: Cutting Edge of Leadership: Th • S: Gball 3</td>
</tr>
<tr>
<td>12:20 pm</td>
<td>265. JS: Negotiation Teaching Initiative • HE: GndBall D(N)</td>
</tr>
<tr>
<td></td>
<td>266. JS: MNCs and Knowledge Transfer • HE: Columbus E/F</td>
</tr>
<tr>
<td></td>
<td>267. JS: Social Identification • HE: GndBall E</td>
</tr>
<tr>
<td></td>
<td>268. JS: Organizational Capabilities (K) • HE: GndBall F</td>
</tr>
<tr>
<td></td>
<td>269. JS: Anger in Organizations • HW: Comiskey</td>
</tr>
<tr>
<td></td>
<td>270. JS: Outsourcing: Driver of Change • S: Gball 3</td>
</tr>
</tbody>
</table>
Jointly Sponsored Symposia

205. (OB, OMT) Broadening the Boundaries of Organizational Culture Research: Multiple Perspectives on Analyses and Consequences
- Chairs: Francis J. Flynn, U. of California, Berkeley; Jennifer A. Chatman, U. of California, Berkeley
- Demography and Communication Networks in Enculturation Processes in Organizations, J. Richard Harrison, U. of Texas, Dallas; Glenn R. Carroll, U. of California, Berkeley
- Economics and Corporate Culture, Benjamin E. Hermelin, Cornell U.
- The Strength of Corporate Culture and the Reliability of Firm Performance, Jesper B. Sorensen, U. of Chicago
- Strong Cultures and Innovation: Oxyymoron or Opportunity?, Francis J. Flynn, U. of California, Berkeley; Jennifer A. Chatman, U. of California, Berkeley
- The Culture of Organizational Teams: The Impact of Values and Norms on Process and Performance, Elizabeth A. Mannix, Columbia U.; Sherry Thatcher, U. of Pennsylvania
- Discussant: David F. Caldwell, Santa Clara U.

206. (OB, OMT) Errors in Organizations: New Perspectives
- Relational Foundations of Collective Mindfulness and Error Mitigation in a Temporary, High-Reliability Organization, Gregory A. Bigley, U. of Cincinnati
- Medical Professional Culture, Medical Collegiality and Medical Mistakes, Marilyn M. Rosenthal, U. of Michigan
- A Mindful Infrastructure For Organizational Reliability, Kathleen M. Sutcliffe, U. of Michigan
- Discussant: Karlene A. Roberts, U. of California, Berkeley

207. (BPS, OMT) Managing Growth: New Perspectives on Replication, Rapid Internationalization and Location Choices
- Accelerating Growth: High Speed Internationalization, Harry Korine, London Business School

208. (BPS, MO) Strategic Thinking Ability in Top Management Teams: A Cognitive Perspective
- Chairs: Ravindranath Madhavan, U. of Illinois, Urbana-Champaign
- Understanding Expertise in Strategic Thinking, Ravindranath Madhavan, U. of Illinois, Urbana-Champaign
- Business Strategy And Business Improvement Methodologies, Francis D. Tuggle, American U.
- Measuring Cognition Is Not Exotic, Livia Markoczy, Cranfield U.; Jeffrey Goldberg, Cranfield U.
- Strategic Thinking and Diversity of Cognition, John L. Naman, U. of Pittsburgh
- Discussant: John L. Naman, U. of Pittsburgh

209. (MED, ODC) Euphonic Pedagogy: The Teaching of Musical Themes as a Metaphor for Organizational Effectiveness
- Chairs: Judith A. Neal, U. of New Haven
- Using Music to Learn Through Shared Incompetence, Dorothy A. Marcic, Vanderbilt U.
- Finding Your Voice in Community, Judith A. Neal, U. of New Haven
- Participant: Frank Barrett, Naval Postgraduate School

- Chairs: Patrick M. Wright, Cornell U.
- Next Steps for Strategy in Strategic Human Resource Management, Clint Chadwick, U. of Illinois, Urbana-Champaign
- Measuring Firm Performance in Strategic HR Research: Adjustments to Tobin’s Q When Intangible Assets Matter, Doug Miller, Ohio State U.; Jay B. Barney, Ohio State U.
- Discussant: Barry A. Gerhart, Vanderbilt U.

211. (MH, OMT) Ghosts of Academies Past, Present and Future: A Plurality of Perspectives on the Field of Organization Studies
- Chairs: Charlene E. Zietsma, U. of British Columbia
- The Present Through the Eyes of the Past: A Play, Benyamin Philip H. Mirvis
- The Delights of History, the Thrill of the Present, and Hopes for the Future: Looking at a New Millennium for the Field of Organizational Behavior: Observation, Reflections and Anticipation, J. Keith Murnighan, Northwestern U.
- The Present Through the Eyes of the Past, Peter J. Frost, U. of British Columbia
- Using Music to Learn Through Shared Incompetence, Dorothy A. Marcic, Vanderbilt U.
- Finding Your Voice in Community, Judith A. Neal, U. of New Haven
- Participant: Frank Barrett, Naval Postgraduate School

Monday 10:40 am

Winner of OMT Division Best Symposium Proposal Award
Jointly Sponsored Symposia

212. (BPS, CAR) **The Duality of Careers and Organizations: Transitions and Organizational Dynamics**
- 10:40-12:00 Hyatt East: GndBall B
Co-Chairs: Jesper B. Sorensen, U. of Chicago; Rakesh Khurana, Massachusetts Institute of Technology
Integration in Multinational Corporations: The Case of International Manager Transfers Revisited, Martine R. Haas, Harvard U.
Start-up Experience and Firm Foundings, Scott Shane, Massachusetts Institute of Technology
Director Interlocks as Labor Market Institutions: Examining the External Market for CEOs, Rakesh Khurana, Massachusetts Institute of Technology
Discussant: Jesper B. Sorensen, U. of Chicago

Chair: Suzanne C. de Janasz, James Madison U.

The Developmental Journey of Mentoring Research and Practice, Troy R. Nielson, California State U., San Marcos

The Role of Mentoring in Academe: A Relationship in Progress, Suzanne C. de Janasz, James Madison U.; Sherry E. Sullivan, Bowling Green State U.


The Evolving Role of Mentoring in Industry, Karen O. Dowd, James Madison U.

Discussants: Linda K. Stroh, Loyola U.; Regina M. O'Neill, Suffolk U.

Monday 12:20 pm

217. (HR, OB) **New takes on the Organizational Entry Journey**
- 12:20-2:10 Hyatt East: GndBall B
Chair: Andrea E. C. Griffin, Texas A&M U.
Most Organizations Have New Employee Orientation Programs, So Why Isn't There More Research Guiding Practice?, John P. Wanous, Ohio State U.
When are Realistic Job Previews Most Effective?, Bruce M. Meglino, U. of South Carolina
The Interaction of Individual Newcomer and Organizational Socialization Tactics, Adrienne Colella, Texas A&M U.
Integrating Organizational Socialization and Impression Management: The Role of Organizational Image and Identity, Andrea E. C. Griffin, Texas A&M U.

Discussant: Angelo S. DeNisi, Texas A&M U.

218. (GDO, MOC) **Feminism/Otherness: Celebrating Journeys of Change and Discovery on the 50th Anniversary of Beauvoir's The Second Sex and the Verge of a New Millenii**
- 12:20-2:10 Hyatt East: GndBall E
Chair: Linda A. Krefting, Texas Tech U.
Hidden Gendered Assumptions in Organizational Theory, Joanne Martin, Stanford U.
The Potential for Alternative Forms of Inquiry, David Knights, Keete University
Reconsidering Essentialism, Linda A. Krefting, Texas Tech U.
Reflections on a Borderland Journey on the Verge of Turning Fifty And Discovering Beauvoir, Ella L. Bell, U. of North Carolina, Charlotte
Ignored for "Good Reason?", Linda Smircich, U. of Massachusetts, Amherst; Marta B. Calas, U. of Massachusetts, Amherst

Discussant: Judi Marshall, U. of Bath

219. (HR, ODC) **Upward and Onward: Advances in Feedback Based Interventions For Assessment and Change**
- 12:20-2:10 Hyatt East: GndBall F
Chairs: Allan H. Church, Warner Burke Associates Inc; Michael M. Harris, U. of Missouri, St. Louis
A Feedback-Based Model of Executive Coaching, Janine Waclawski, Warner Burke Associates Inc; Allan H. Church, Warner Burke Associates Inc

213. (MC, ODC) **Change and Development in ODC: Journeys in Theory and Practice**
- 10:40-12:00 Hyatt East: GndBall E
Chair: Dale E. Zand, New York U.
Coordinator: Trevor A. Williams, Queensland U. of Technology
Presenters: Wendell L. French, U. of Washington; Craig C. Lundberg, Cornell U.; Robert T. Golembiewski, U. of Georgia; Frank Friedlander, Fielding Institute

The Many Faces of Time: Temporal Considerations in the Study of Organizational Decision Making, Gerardo A. Okhuysen, U. of Texas, Dallas
Work Family and the Struggle Over the Meaning of Time, Gideon Kunda, Stanford U.
The Time of Our Lives: Enacting Temporal Structures in Organizations, Wanda J. Orlikowski, Massachusetts Institute of Technology

Discussants: Allen Bluedorn, U. of Missouri, Columbia; Deborah Ancona, Massachusetts Institute of Technology

214. (OB, OCIS, OMT) **Organization Life Through a Temporal Lens: Advancing a Research Agenda**
- 10:40-12:00 Hyatt East: GndBall F
Co-Chairs: Leslie A. Perlow, U. of Michigan; Gerardo A. Okhuysen, U. of Texas, Dallas

The Many Faces of Time: Temporal Considerations in the Study of Organizational Decision Making, Gerardo A. Okhuysen, U. of Texas, Dallas
Work Family and the Struggle Over the Meaning of Time, Gideon Kunda, Stanford U.
The Time of Our Lives: Enacting Temporal Structures in Organizations, Wanda J. Orlikowski, Massachusetts Institute of Technology

Discussants: Allen Bluedorn, U. of Missouri, Columbia; Deborah Ancona, Massachusetts Institute of Technology

215. (MED, OB) **From Both Sides Now: Perspectives on how to improve the quality of Organizational Behavior education from those who have been in academe and industry**
- 10:40-12:00 Hyatt West: Comiskey
Chair: Kenneth R. Thompson, DePaul U.
Co-Chairs: Linda Livingstone, Baylor U.; Diana Billimoria, Case Western Reserve U.
Panelists: Steven Kerr, General Electric - Corporate; Barry Leskin, Chevron Oil; Anthony Rucci, U. of Illinois, Chicago
Facilitator: Richard T. Mowday, U. of Oregon

216. (CAR, MED) **Mentoring in a Pluralistic Environment: Issues, Challenges and New Directions**
- 10:40-12:00 Swiss; Gball 3
The Antecedent and Consequent Effects of Organizational
Cynicism on Upward Feedback Success, Leanne E.
Atwater, Arizona State U., West; David A. Waldman,
Arizona State U., West

The Relationship Between Multi-Source Performance Ratings
and Development Goals, Stephane Brutus, Concordia U.,
Montreal; Manuel London, State U. of New York, Stony
Brook; Jennifer Martineau, Center for Creative Leadership

Participant Reactions to Feedback From a Developmental
Assessment Center: An Organizational Justice Theory
Approach, Michael M. Harris, U. of Missouri, St. Louis;
Matthew Paese, DDI; Leslie Greising, U. of Missouri, St.
Louis

Discussant: H John Bernardin, Florida Atlantic U.

220. [GOD, MOC] Exploring Virtuality in Practice: Issues,
Experiences, and Implications
  • 12:20-2:10 Hyatt West: Comiskey
Chair: Wanda J. Orlikowski, Massachusetts Institute of
Technology
Exploring Virtuality in Practice, Gerardine DeSanctis, Duke
U.
Overlap and Interplay: Cultural Patterns of Work and
Communication in One Virtual Work Group, Julie
Rennecker, Massachusetts Institute of Technology

Situated Learning in Virtual Teams, Daniel Robey, Georgia
State U.
Image, Impression, and Identity: Shaping the Reality of
Virtuality, Wanda J. Orlikowski, Massachusetts Institute of
Technology

Discussant: Stephen R. Barley, Stanford U.

221. [GDO, MED, OCIS] The Gendered Classroom:
Implications for Pluralistic Management Education
  • 12:20-2:10 Swiss: Gball 3
Chairs: John A. Ballard, College of Mount St. Joseph; Sharon
M. Livesey, Fordham U.

Travels on the Road to the MBA: Are They the Same
for Women and Men?, Janet R. Marks, Fordham U.

Extemporaneous Speaking and Self Presentation in an
Elite MBA Classroom: Shooting from the Lip: Help or
Hindrance for Women?, Sharon M. Livesey, Fordham U.

Men, Gender Culture, and Management: Implications
for Management Education and the Classroom, John A.
Ballard, College of Mount St. Joseph

Discussant: Joyce K. Fletcher, Simmons GSM

Monday 2:30 pm

222. [MOC, OB] Individual Differences In Perceiving,
Building And Using Networks Effectively
  • 2:30-3:50 Hyatt East: GndBall B
Co-Chairs: Herminia Ibarra, Harvard Business School; Allan
Filipowicz, Harvard Business School
Depression, Positive Affect, and Accuracy in Social Network
Perception, Tiziana Casciaro, Carnegie Mellon U.;
Kathleen M. Carley, Carnegie Mellon U.; David
Krackhardt, Carnegie Mellon U.

Building Effective Networks: A Psychological Perspective,
Allan Filipowicz, Harvard Business School

Who Gets Ahead? Self-Monitoring, Social Networks and
Success in Organizations, Ajay Mehra, U. of Cincinnati;
Martin Kilduff, Pennsylvania State U.

Discussants: Ron Burt, U. of Chicago; Mark Snyder, U. of
Minnesota

223. [BPS, IM, TIM] Knowledge and the Meaning of
Boundaries
  • 2:30-3:50 Hyatt East: GndBall E
Chair: Paul C. Almeida, Georgetown U.
Beyond Local Search: Boundary Spanning Exploration in the
Optical Disc Industry, Lori Rosenkopf, U. of
Pennsylvania; Atul A. Nerkar, Columbia U.
Learning and Leakage: Implications for Alliance
Organization, Joanne Oxlade, U. of Michigan

The International Mobility of Experts and Cross-border
Knowledge Building, Jaeyong Song, Columbia U.; Paul C.
Almeida, Georgetown U.

The Local Geography of Organizational Foundings and
Entries, Elaine Romanelli, Georgetown U.
Discussant: David C. Mowery, U. of California, Berkeley

224. [BPS, MOC, OMT] The Cognitive Strategic Groups
Construct: On the Right Track, at a Crossroads, or Just a
Dead End? (Knowledge)
  • 2:30-3:50 Hyatt East: GndBall F
Co-Chairs: Gerry McNamara, Michigan State U.; Gerard P.
Hodgkinson, U. of Exeter; Becky Luce, Michigan State U.

If Red and Love are Real, Then So are Strategic Groups,
Rhonda K. Reger, U. of Maryland

Cognitive Groups Along the Vertical Chain, Margaret A.
Peteraf, U. of Minnesota; Mark Shanley, Northwestern U.

The Myth of Cognitive Strategic Groups, Gerry Johnson,
Cranfield U.; Phyllis Johnson, Cranfield U.

The Cognitive Strategic Groups Construct: What Have We
Learned so Far and Where Do We Go from Here?, Gerard
P. Hodgkinson, U. of Exeter; Gerry McNamara, Michigan
State U.; Becky Luce, Michigan State U.

225. [GDO, ODC] Beyond Armchair Feminism III: Moving
From Gender to a Broader Diversity Lens in
Organizational Diagnosis and Intervention
  • 2:30-3:50 Hyatt West: Comiskey
Co-Chairs: Robin J. Ely, Columbia U.; Debra Ellen
Meyerson, Center for Gender in Organizations, Simmons
GSM/Stanford U.

Presenters: Avangelina Holvino, Center for Gender in
Organizations, Simmons/Crash Management; Judith Katz,
Kaleel Jamieson Company; David A. Thomas, Harvard U.

Monday 4:10 pm

226. [MED, ODC] Emerging Trends in Doctoral Education:
Evaluating Scholar-Practitioners for Change and
Development in a Pluralistic World
  • 2:30-3:50 Swiss: Gball 3
Chairs: Peter F. Sorensen, Benedictine U.; Kurt Motamedi,
Pepperdine U.

Discussants: Frank Friedlander, Fielding Institute; Henrik H.
Larsen, Copenhagen Business School; Sven Kylen,
Stockholm School of Economics; Jyotsna (Jo) Sanzgiri,
California School of Professional Psychology; Richard J.
Boland, Jr., Case Western Reserve U.
Jointly Sponsored Symposia

227. (HR, OB) Safety as a core management goal: Integrated approaches to improving work safety
   • 4:10-5:30 Hyatt East: GndBall B
   Chairs: Sharon K. Parker, U. of Sheffield; Mark A. Griffin, Queensland U. of Technology
   Defining and Predicting Generic Safety Performance: An Examination of Performance Dimensionality and the Role of Training Histories, Michael J. Burke, Tulane U.; Sue Ann Sarpy, Tulane U.; Paul E. Tesluk, Tulane U.
   A Commitment Oriented Approach to Promoting Safe Working: Evidence from a Longitudinal Study, Sharon K. Parker, U. of Sheffield; Carolyn M. Axtell, U. of Sheffield; Nick Turner, U. of Sheffield
   Safety Climate, Safety Behavior, and Work Place Accidents., Mark A. Griffin, Queensland U. of Technology; Andrew Neal, U. of Queensland; Peter M. Hart, U. of Melbourne, Australia
   Discusssant: David A. Hofmann, Texas A&M U.

228. (BPS, OMT) Contexts and Antecedents in Managing Knowledge (Knowledge)
   • 4:10-5:30 Hyatt East: GndBall E
   Presenter: Melissa A. Schilling, Boston U.
   Discussant: Larry Prusak, IBM

229. (MOC, SIM) Spirituality at Work: Another Management Fad or a Mechanism for Real Change?
   • 4:10-5:30 Hyatt East: GndBall F
   Co-Chairs: Donde P. Ashmos, U. of Texas, San Antonio; Dennis Duchon, U. of Texas, San Antonio
   Culture Meaning and Belonging at Work, Janice M. Beyer, U. of Texas, Austin
   Spirituality at Work: A Conceptualization and Measure, Donde P. Ashmos, U. of Texas, San Antonio; Dennis Duchon, U. of Texas, San Antonio
   Spirituality for Business Leadership: An Experimental Course for CEOs and MBAs, Andre L. Delbecq, Santa Clara U.
   Replacing Material Pursuits with Spiritual Pursuits, Dorothy A. Marcic, Vanderbilt U.
   Discussant: Jay A. Conger, U. of Southern California

230. (MED, MOC) From Key Factors to Influence Diagramming to Causal Mapping: An Introductory Tutorial to C.S.M.
   • 4:10-5:30 Hyatt West: Picasso
   This "Theme Session", jointly sponsored by MOC and MED, will provide a hands on causal mapping learning experience.
   Chair: William Acar, Kent State U.
   Key Factors in Problem Framing, Kenneth E. Aupperle, U. of Akron
   Influence Diagramming in Problem Framing, Nancy B. Duncan, Kent State U.
   An Introduction to Causal Mapping with CSM, William Acar, Kent State U.

231. (CAR, HR) The Good, The Bad, and The Ugly: Diverse Perspectives on Mentoring in Organizations
   • 4:10-5:30 Hyatt West: Comiskey
   Chairs: Stacy E. McManus, U. of Tennessee, Knoxville; Joyce E. A. Russell, U. of Tennessee, Knoxville
   An Examination of Mentoring Outcomes and Functions as Reported by Mentors, Tammy D. Allen, U. of South Florida
   Stormy Weather: Dysfunctional Mentoring Experiences from the Mentor's Perspective, Stacy E. McManus, U. of Tennessee, Knoxville; Joyce E. A. Russell, U. of Tennessee, Knoxville
   Proteges' Negative Mentoring Experiences: Frequency of Occurrence, Perceived Impact, and Effects on Psychological and Career-related Outcomes, Lillian T. Eby, U. of Georgia; Tammy D. Allen, U. of South Florida
   Looking More Closely at the "Dark Side" of Mentoring: Definitional, Construct Validity and Measurement Issues, Terri A. Scandura, U. of Miami; Ethlyn A. Williams, U. of Miami; Betti A. Hamilton, U. of Miami
   Discussants: Kathy E. Kram, Boston U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee

232. (OB, ODC) Organizational Creativity: Developing a Research Agenda
   • 4:10-5:30 Swiss: Gball 3
   Chair: Richard W. Woodman, Texas A&M U., College Station
   Impeding Creativity? A Conceptual Look at Limits in Employee Work Contexts, Anne Cummings, U. of Pennsylvania; Danielle E. Warren, U. of Pennsylvania
   The Development of Innovative Social Relationships in Organizations: A Research Agenda on the Social Context of Creativity, John E. Sawyer, U. of Delaware; Christina Shalley, Georgia Institute of Technology
   Managers' Recognition of Employees' Creative Ideas: A Social-Cognitive Model, Jing Zhou, Texas A&M U., College Station; Richard W. Woodman, Texas A&M U., College Station

233. (HR, OB) New Developments regarding Vertical and Horizontal Individualism-Collectivism: Applications to the Workplace - A Panel Discussion
   • 4:10-5:30 Swiss: Gball 1
   Chairs: Linn Van Dyne, Michigan State U.; Soon Ang, Nanyang Technological U.
   Vertical and Horizontal Individualism and Collectivism, Harry C. Triandis, U. of Illinois, Urbana-Champaign
   Differentiating and Integrating Individualism and Collectivism, Chao C. Chen, Rutgers U.
   Integrating Sociological and Psychological Perspectives on Individualism- Collectivism, P. Christopher Earley, Indiana U.
   Discussant: Miriam Erez, Technion, Israel Institute of Technology

Tuesday 8:30 am
### 234. (CAR, GDO) Careers in Transition--A Gliding Path for the New Millennium--A Sequence of Steps
- **Chair:** Gary N. Powell, of Connecticut
- **Organizer:** Dorothy Perrin Moore, Citadel

### 235. (BPS, TIM) Corporate Performance, Diversification, and Innovation
- **Chair:** Anita M. McGahan, Harvard U.
- **Organizer:** Scott Stern, Massachusetts Institute of Technology

### 236. (MC, MED, ODC) Project-Based Learning: Using Reflective Practices to Enhance Learning Outcomes
- **Chair:** Robert DeFilippis, Suffolk U.
- **Ambassador:** W. Jack Skaggs, Oklahoma Christian U.

### 237. (OB, OCIS) Journeys into Virtual Worlds: Trust in Distributed Teams
- **Chair:** Susan G. Straus, Carnegie Mellon U.

### 238. (MED, ONE) Reclaiming Past Knowledge for Pluralistic Management Studies
- **Chair:** John T. Luhman, New Mexico State U.

### 239. (GDO, HR, SIM) Multiple Perspectives of Sexual Harassment
- **Chair:** Caren Goldberg, George Washington U.

### 240. (CM, OB) Individualism-Collectivism: Where Should We Go From Here?
- **Chair:** Ya-Ru Chen, New York U.; Joel Brockner, Columbia U.

---

**Jointly Sponsored Symposia**

**Tuesday 10:30 am**

**241. (OB, OCIS) Trust and Monitoring:** Predicting Successful Outcomes in Distant Teams, Suzanne P. Weisband, U. of Arizona; Suzanne Iancono, National Science Foundation; Ashley Gilliam, Andersen Consulting LLP

**A Comparison of the Impact of Employee-Manager Trust on Employees in a Remote-Management and Local-Management Environment, D. Sandy Staples, Queen's U.

**Schmoove or Lose:** The Effects of Rapport and Gender in Email Negotiations, Leigh Thompson, Northwestern U.; Janice Nadler, American Bar Foundation; Michael W. Morris, Stanford U.

**All in Due Time:** The Development of Trust in Electronic and Face-to-Face Groups, Susan G. Straus, Carnegie Mellon U.; Jeanne M. Wilson, Carnegie Mellon U.; William J. McEvily, Carnegie Mellon U.

**Discussant:** Denise M. Rousseau, Carnegie Mellon U.

**242. (MC, OB) Linking Project-Based Learning To Career, Community and Company Learning Outcomes, Robert DeFilippis, Suffolk U.; Michael B. Arthur, Suffolk U.; Joseph A. Raelin, Boston College

**Project-Based Learning: Using Reflective Practices to Enhance Learning Outcomes, Peter Smith, Canadian School of Management

**Project-Based Learning: The Challenge of Managing Organizational Learning Though Projects, Karen Ayas, Erasmus U., Rotterdam

**Project-Based Learning: Stories from the Field, Nick Zeniuk, Interactive Learning Laboratories Inc.

**Linking Project-Based Learning To Career, Community and Company Learning Outcomes, Robert DeFilippis, Suffolk U.; Michael B. Arthur, Suffolk U.; Joseph A. Raelin, Boston College

**Discussants:** Peter Smith, Canadian School of Management; Karen Ayas, Erasmus U., Rotterdam; Nick Zeniuk, Interactive Learning Laboratories Inc.; Michael B. Arthur, Suffolk U.; Joseph A. Raelin, Boston College

**243. (OB, OCIS) Journeys into Virtual Worlds: Trust in Distributed Teams

**Chair:** Susan G. Straus, Carnegie Mellon U.

**Trust and Monitoring:** Predicting Successful Outcomes in Distant Teams, Suzanne P. Weisband, U. of Arizona; Suzanne Iancono, National Science Foundation; Ashley Gilliam, Andersen Consulting LLP

**A Comparison of the Impact of Employee-Manager Trust on Employees in a Remote-Management and Local-Management Environment, D. Sandy Staples, Queen's U.

**Schmoove or Lose:** The Effects of Rapport and Gender in Email Negotiations, Leigh Thompson, Northwestern U.; Janice Nadler, American Bar Foundation; Michael W. Morris, Stanford U.

**All in Due Time:** The Development of Trust in Electronic and Face-to-Face Groups, Susan G. Straus, Carnegie Mellon U.; Jeanne M. Wilson, Carnegie Mellon U.; William J. McEvily, Carnegie Mellon U.

**Discussant:** Denise M. Rousseau, Carnegie Mellon U.

**244. (MED, ONE) Reclaiming Past Knowledge for Pluralistic Management Studies

**Chair:** John T. Luhman, New Mexico State U.

**Corporate Performance, Diversification, and Innovation, Constance E. Helfat, Dartmouth College; Ruth S. Raubitschek, U. of Pennsylvania


**Discussant:** David C. Mowery, U. of California, Berkeley

**245. (BPS, TIM) Corporate Performance, Diversification, and Innovation

**Chair:** Anita M. McGahan, Harvard U.

**Product Sequencing: Vertical Integration, Diversification, and Innovation, Constance E. Helfat, Dartmouth College; Ruth S. Raubitschek, U. of Pennsylvania

**Balancing Incentives: The Tension Between Basic and Applied Research, Scott Stern, Massachusetts Institute of Technology

**Goliath vs. Goliath: The Emergence of Digital Imaging, Mary Tripsas, U. of Pennsylvania


**Discussant:** David C. Mowery, U. of California, Berkeley

**246. (MC, MED, ODC) Project-Based Learning: Using Reflective Practices to Enhance Learning Outcomes

**Chair:** Robert DeFilippis, Suffolk U.

**Ambassador:** W. Jack Skaggs, Oklahoma Christian U.

**Reflection as a Basis for Learning in the Project Environment, Joseph A. Raelin, Boston College

**Action Learning and Reflective Practice, Peter Smith, Canadian School of Management

**Project-Based Learning: The Challenge of Managing Organizational Learning Though Projects, Karen Ayas, Erasmus U., Rotterdam

**Project-Based Learning: Stories from the Field, Nick Zeniuk, Interactive Learning Laboratories Inc.

**Linking Project-Based Learning To Career, Community and Company Learning Outcomes, Robert DeFilippis, Suffolk U.; Michael B. Arthur, Suffolk U.; Joseph A. Raelin, Boston College

**Discussants:** Peter Smith, Canadian School of Management; Karen Ayas, Erasmus U., Rotterdam; Nick Zeniuk, Interactive Learning Laboratories Inc.; Michael B. Arthur, Suffolk U.; Joseph A. Raelin, Boston College

**247. (OB, OCIS) Journeys into Virtual Worlds: Trust in Distributed Teams

**Chair:** Susan G. Straus, Carnegie Mellon U.

**Trust and Monitoring:** Predicting Successful Outcomes in Distant Teams, Suzanne P. Weisband, U. of Arizona; Suzanne Iancono, National Science Foundation; Ashley Gilliam, Andersen Consulting LLP

**A Comparison of the Impact of Employee-Manager Trust on Employees in a Remote-Management and Local-Management Environment, D. Sandy Staples, Queen's U.

**Schmoove or Lose:** The Effects of Rapport and Gender in Email Negotiations, Leigh Thompson, Northwestern U.; Janice Nadler, American Bar Foundation; Michael W. Morris, Stanford U.

**All in Due Time:** The Development of Trust in Electronic and Face-to-Face Groups, Susan G. Straus, Carnegie Mellon U.; Jeanne M. Wilson, Carnegie Mellon U.; William J. McEvily, Carnegie Mellon U.

**Discussant:** Denise M. Rousseau, Carnegie Mellon U.

**248. (MED, ONE) Reclaiming Past Knowledge for Pluralistic Management Studies

**Chair:** John T. Luhman, New Mexico State U.

**Corporate Performance, Diversification, and Innovation, Constance E. Helfat, Dartmouth College; Ruth S. Raubitschek, U. of Pennsylvania


**Discussant:** David C. Mowery, U. of California, Berkeley

**249. (GDO, HR, SIM) Multiple Perspectives of Sexual Harassment

**Chair:** Caren Goldberg, George Washington U.

**The Impact of Training on Perceptions of and Reactions to Sexual Harrassment, Caren Goldberg, George Washington U.; Patrick McHugh, George Washington U.

**Individual Differences in Definition of Sexual Harrassment: the Influence of Attitudes and Traits, Robert Done, U. of Arizona; Maureen O'Connor, City U. of New York; Barbara A. Gutek, U. of Arizona

**Sexual Harrassment Cases: Policy-Capturing Revisited, Deborah E. Knapp, Cleveland State U.; Brian Heshizer, Cleveland State U.

**Out of Control: Sexually Opportunistic Behavior and Self-Control, Robert Done, U. of Arizona

**Outcomes of Requests for Summary Judgements in Federal Sexual Harrassment Cases: Policy-Capturing Revisited, Deborah E. Knapp, Cleveland State U.; Brian Heshizer, Cleveland State U.

**Discussant:** Jeanette N. Cleveland, Colorado State U.

---

**Tuesday 10:30 am**

**240. (CM, OB) Individualism-Collectivism: Where Should We Go From Here?

**Chair:** Ya-Ru Chen, New York U.; Joel Brockner, Columbia U.

**The Moderating Influence of Cultural Differences in Self-construal on the Interactive Relationship Between Outcome Favorability and Procedural Fairness, Joel Brockner, Columbia U.; Ya-Ru Chen, New York U.; Elizabeth A. Mannix, Columbia U.


**Managing Cultural Collectivism in Working Groups: Three New Perspectives, Christopher McCusker, Yale U.
A New Twist on an Old Theme: Alternative Views Concerning People in Relation to Others, P. Christopher Earley, Indiana U.; Miriam Erez, Technion, Israel Institute of Technology
Discussant: Harry C. Triandis, U. of Illinois, Urbana-Champaign

241. (GDO. HR, OB) Ties that Bind and Ties that Chafe: The Nature and Impact of Relational Experiences at Work
- 10:30-11:50 Hyatt West: Comiskey
Chairs: Christine M. Pearson, U. of North Carolina, Chapel Hill; Christine L. Porath, U. of North Carolina, Chapel Hill
The Feeling of Being Connected: Emotions and Interactions at Work, Jane E. Dutton, U. of Michigan; Michele Williams, U. of Michigan
Workplace Incivility: the Target's Eye View, Christine M. Pearson, U. of North Carolina, Chapel Hill; Christine L. Porath, U. of North Carolina, Chapel Hill
Narratives of Compassion, Peter J. Frost, U. of British Columbia; Jane E. Dutton, U. of Michigan
Discussion, Ralph Stablein, U. of Otago

242. (GDO, OB) Sneaking into the Men's Room: Leadership, Evaluations, and Making it to the Top
- 10:30-11:50 Hyatt West: Regency Ball B(S)
Chair: Barry Z. Posner, Santa Clara U.
Organizer: D. Anthony Butterfield, U. of Massachusetts, Amherst
"Re-viewing" Gender, Leadership, and Managerial Behavior: Do Three Decades of Research Tell Us Anything?, D. Anthony Butterfield, U. of Massachusetts, Amherst; James Paul Grinnell, U. of Massachusetts, Amherst
Gender Influences on Performance Evaluations, Katherine Bartol, U. of Maryland
The Glass Ceiling: Recent Trends and Future Prospects, Gary N. Powell, U. of Connecticut
Discussants: Alice H. Eagly, Northwestern U.; Marilyn J. Davidson, U. of Manchester Institute of Science and Technology

243. (MED, SIM) Global Corporate Citizenship: Implications of a Pluralistic World for Changing Management Education
- 10:30-11:50 Swiss: Gball 3
Organizer: Sandra Waddock, Boston College
Corporate Citizenship and Management Education: Steering Between Modern and Post-Modern, J. Wil Foppen, Erasmus U., Rotterdam
Management Education for Global Corporate Citizenship, Karen Paul, Florida International U.
Global Corporate Citizenship: The Case for Executive Education, Bradley M. Googins, Boston College
Global Citizenship: Principles to Live and Work By, James E. Post, Boston U.
Discussants: Milton Blood, AACSB; James P. Walsh, U. of Michigan

244. (GDO, MED, ODC) Changing Views and Viewing Changes: Conversations on the Interplay Between the

Academy and the Media - Discussion with Tom Petzinger, Wall Street Journal
- 10:30-11:50 Swiss: Gball I
Chair: Ronald E. Purser, San Francisco State U.
Panelists: Tom Petzinger, New England Complex Systems Institute; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.; William Torbert, Boston College; Jane Galloway Seiling, Business Performance Group

Tuesday 2:00 pm

245. (MC, ODC) Sweet Home Chicago: Using OD to Create Journeys of Hope and Transformation in the City
- 2:00-3:20 Hyatt West: Comiskey
Chair: James D. Ludema, Benedictine U.
A Comparative Analysis of Appreciative Inquiry and Traditional Intervention Strategies with Youth at Risk, Christopher A. Easley, Benedictine U.
From Local Conversations to Global Change: Experiencing the Worldwide Ripple Effect of OD Interventions in the City, Michael J. Mantel, World Vision/Benedictine U.

246. (MED, MOC, ODC) Re-thinking the Way We Think About Change & Development: The Role of Critical Thinking
- 2:00-3:20 Swiss: Gball 3
Chairs: Steven H. Cady, Bowling Green State U.; Elena Antonacopoulou, U. of Manchester
Rethinking How We Research Change & Development: The Role of Critical Thinking, Elena Antonacopoulou, U. of Manchester
Rethinking How We Teach Change & Development: The Role of Critical Thinking, Neil M. Browne, Bowling Green State U.
Rethinking How We Practice Change & Development: The Role of Critical Thinking, Steven H. Cady, Bowling Green State U.

Tuesday 3:40 pm

247. (MED, ODC) Management and Organization Development Across Borders: The Use of Technology Based Learning Processes by Multinational Companies
- 3:40-5:00 Hyatt East: GndBall B
Chair: Gilbert Probst, HEC / U. of Geneva
Coordinator and Discussant: Lichia Yiu, Center for Socio-Economic Development
Technology Aided Management Development Process: Case Example from 3M, Judith E. Parker, 3M
Technology Aided Management Development Process: Case Example from Motorola, R. S. Moorthy, Motorola
Technology Aided Management Development Process: Case Example from Hewlett Packard, Mary Weed, Hewlett-Packard

248. (ENT, PNS) Social Enterprise: Organizational Evolution Or Much Ado About Nothing?
- 3:40-5:00 Hyatt East: GndBall E
Chair: Julia S. Rubin, Harvard U.
Social Enterprise: An Overview of an Emerging Organizational Phenomenon, Richard Steckel, AddVenture Network

Coastal Enterprise Limited Partnership Ventures: One Not-For-Profit’s Experience With Launching a For-Profit Subsidiary, Carla Dickstein, Coastal Enterprises Inc.

Breaking the Nonprofit Mold: Applying a Portfolio Management Approach to Building Community, Brett A. White, Communities

The Effects of Social Enterprise: Evidence from Canadian Human Service Organizations, Raymond Dart, York U.


249. (HR, OB) Consequences of Contingent Work: Beyond a Monolithic View
   - 3:40-5:00 Hyatt East: GndBall F
   Chair: Alison Davis-Blake, U. of Texas, Austin


Is Temporary Employment an Effective Selection Tool? The Relationship Between Temporary Employment and Job Performance, Joseph P. Broschak, U. of Illinois, Urbana-Champaign; Alison Davis-Blake, U. of Texas, Austin

Cronies, Grifters & Sycophants: Examining Culture Creation in a Temporary Placement Agency, Vanessa Hill, U. of Arizona

Boundary Labor Markets: A Grounded Theory of Contingent Work, Brenda A. Lautsch, Simon Fraser U.

Loose Connections or Met Expectations? Socialization and Obligations to Part-Time Faculty, Laurie L. Levesque, Carnegie Mellon U.; Denise M. Rousseau, Carnegie Mellon U.

Discussant: Jone L. Pearce, U. of California, Irvine

250. (BPS, IM) Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA): The Co-evolution of the Financial Service
   - 3:40-5:00 Hyatt West: Comiskey
   Chair: Arie Y. Lewin, Duke U.

Discussant: Dung-Sung Cho, Seoul National U.

251. (GDO, HR) Examining Management Development Strategies Through a Racial Lens
   - 3:40-5:00 Swiss: Gball 3
   Chairs: Marian N. Ruderman, Center for Creative Leadership; Katherine Giscombe, Catalyst, Inc.

Inhibitors and Facilitators of Career Success for African-American Managers, Martin N. Davidson, U. of Virginia; Ross L. Mecham, III, Center for Creative Leadership

A Comparison of Developmental Job Experiences in the Lives of African-American and White Managers, Christina A. Douglas, Center for Creative Leadership; Marian N. Ruderman, Center for Creative Leadership; Martin N. Davidson, U. of Virginia

Mentoring Relationships Involving Women of Color Protogees in Fortune 1000 Corporations, Katherine Giscombe, Catalyst, Inc.

Networking Patterns and Managerial Effectiveness: An Investigation of Racial Differences, Stephane Brutus, Concordia U., Montreal

Discussant: Ella L. Bell, U. of North Carolina, Charlotte

Wednesday 8:30 am

252. (MOC, OB) Self-Efficacy: Theory, research, and Application
   - 8:30-10:20 Hyatt East: Columbus E/F
   Chair: Alexander D. Stajkovic, U. of California, Irvine

The Impact of Self-efficacy on the Behavioral Paradigm, Fred Luthans, U. of Nebraska

Self-efficacy and Decision Making, Robert E. Wood, U. of New South Wales

The Impact of Self-efficacy on Work-motivation Theory and Research, Dov Eden, Tel Aviv U.

Future Issues in Self-efficacy Research, Edwin A. Locke, U. of Maryland

Discussant: Lyman W. Porter, U. of California, Irvine

253. (OB, OMT) New Perspectives on the Challenges of Pluralism in the Changing World of Professional Work
   - 8:30-10:20 Hyatt East: GndBall B
   Chairs: John Stuart Bunderson, Washington U.; Jeffery A. Thompson, U. of Minnesota

Professional-Organizational Conflict in Professional and Nonprofessional Organizations, Jean Wallace, U. of Calgary

Person-Organization Fit in the Professional Organization: Revisiting Old Assumptions, John Stuart Bunderson, Washington U.

Individual Transition Journeys into a Pluralistic Organization, Jeffery A. Thompson, U. of Minnesota

Managing Multiple Identities in Professional Organizations, Peter Foreman, U. of Illinois, Urbana-Champaign

Revolutionary and Evolutionary Ideological Change in Pluralistic Environment, Elizabeth Goodrick, State U. of New York, Buffalo; James R. Meindl, State U. of New York, Buffalo

Discussant: Stephen R. Barley, Stanford U.

254. (BPS, OMT) Dynamic Models of Product, Organizational, and Institutional Competition (Institutions)
   - 8:30-10:20 Hyatt East: GndBall E
   Chair: Brian S. Silverman, Harvard U.


Determinants of Product Survival in the Laser Printer Industry, John M. de Figueiredo, Massachusetts Institute of Technology; Margaret K. Kyle, Massachusetts Institute of Technology

Predators or Prey? The Effect of Local Competitors’ Economic Health on Motor Carrier Survival, Jack A. Nickerson, Washington U.; Brian S. Silverman, Harvard U.

Competition in the Supply of Political Order: State Power and Kibbutz Founding, 1910-1996, Tal Simons, Tel Aviv U.; Paul Ingram, Columbia U.

Discussant: Daniel A. Levinthal, U. of Pennsylvania
255. (CM, ODC) **Racio-ethnic Relations and the Forbidden Triad: Challenging Conceptions about Relationships among Minority Groups**
- 8:30-10:20 Hyatt East: GndBall F
**Chairs:** Karen L. Proudford, Morgan State U.; Elena Yang, Independent Consultant/Educator

Colored Lenses: Reciprocal Perceptions of African American and Latino/a Co-workers, Martin N. Davidson, U. of Virginia
Exploring Latino/a Diversity and its Implications for Intergroup Relations in Organizations, Bernardo M. Ferdman, California School of Professional Psychology
Cross-Race Differences in Network Group Formation, Ray Friedman, Vanderbilt U.; Kellina M. Craig, California State U., Long Beach
The Strength of Weak Ties or the Weakness of Strong Ties: The Construction of Social Networks among Minorities, Karen L. Proudford, Morgan State U.; Elena Yang, Independent Consultant/Educator

**Discussants:** Karen A. Jehn, U. of Pennsylvania; dt ogilvie, Rutgers U.

256. (HR, IM) **Towards or Away from the US Model? Evidence from Europe on the Debate about Convergence in Human Resource Management**
- 8:30-10:20 Hyatt West: Comiskey
**Chair:** Chris Brewster, Cranfield U.

Convergence, Stasis or Divergence? The Case of Personnel Management in Europe, Paul Gooderham, Norwegian School of Economics and Business Administration; Chris Brewster, Cranfield U.
The Boundaries of Converging Management Practice: Cross National Comparisons of Contingent Employment, Olga Tregaskis, Cranfield U.
The Traditional Conception of Career, Henrik H. Larsen, Copenhagen Business School

257. (MC, ODC, RM) **International Perspectives on the Knowledge-Action Nexus: Exploring Some Cultural Models of Doing Research that Bridges Theory and Practice**
- 8:30-10:20 Swiss: Gball 3
**Chair:** Ram Tenkasi, Benedictine U.

Doing Research in Multi-Nationals: The Knowledge-Action Nexus Across Cultures, David Finegold, U. of Southern California; Susan Albers Mohrman, U. of Southern California
Action Research from Within One's Own Organization, David Coghlan, Trinity U.
Translating Management Research, John T. Gray, U. of Western Sydney; Geoff De Lacy, Polaris Consulting
On the Use of Research in a World of Distributed, Pluralistic Knowledge, Oyvind Palshaugen, Work Research Institute, Oslo, Norway

**Discussant:** Tojo Joseph Thatchenkery, George Mason U.

258. (IM, OM) **The Organization and Strategy of Large-Scale Engineering Projects: The Challenge of Managing Complexity**
- 9:00-10:20 Swiss: Engleberg

**Organizers:** Joseph Lampel, U. of Nottingham; Serghei Floricel, U. of Québec -- Trois-Rivières

**Speakers:** Roger Miller, U. of Quebec, Montreal; Donald R. Lessard, Massachusetts Institute of Technology

Project Action-sets and the Strategy of Engineering-Construction Firms, Joseph Lampel, U. of Nottingham

Shaping Strategic Systems for Large-Scale Engineering Projects, Serghei Floricel, U. of Québec -- Trois-Rivières

**Discussant:** Candace Jones, Boston College

259. (MC, OMT) **Managing Knowledge in Professional Service Firms (Knowledge)**
- 10:40-12:00 Hyatt East: Columbus K/L

**Co-Chairs:** Narasimhan Anand, London Business School; Timothy J. Morris, London Business School

Leveraging Knowledge: How Front-Line Knowledge Workers Contribute to New Services, Stephen Frenkel, Australian Graduate School of Management
The Architecture of Expertise: How Absorptive and Transformative Capacities Create Intellectual Capital in Professional Services, Candace Jones, Boston College; Benyamin M. Lichtenstein, U. of Hartford
The Acquisition of Knowledge by Professional Service Firms: The Case of Large Accounting Firms, C. R. Hinings, U. of Alberta; Royston Greenwood, U. of Alberta

**Discussant:** Christopher Davis McKenna, Johns Hopkins U.

260. (BPS, OMT) **When Rationalistic Tools Meet Pluralistic Contexts**
- 10:40-12:00 Hyatt East: GndBall B

**Chairs:** Jean-Louis Denis, U. de Montréal; Ann Langley, U. of Quebec, Montreal

Performance Measures and Organizational Lifeworlds: the Violence of Abstraction, Barbara Townley, U. of Alberta

Strategic Planning and Control in a Complex Organizational Field, Jean-Louis Denis, U. de Montréal; Annick Valette, U. of Grenoble

The Social (Re)construction of Pricing: Organizational Perspectives, Mark Zbaracki, U. of Chicago; Mark Ritson, U. of Minnesota; Mark Bergen, U. of Minnesota; Shantanu Dutta, U. of Southern California; Daniel Levy, Emory U.

The Corruption of Managerial Techniques by Organizations, Daniel Lozeau, Ecole Nationale D Administration Publique; Ann Langley, U. of Quebec, Montreal; Jean-Louis Denis, U. de Montréal

**Discussant:** Martha Feldman, U. of Michigan

---

**Wednesday 9:00 am**

**Wednesday 10:40 am**
261. (CAR, HR, IM) Issues and Solutions in Globalizing Management Staffing and Development Systems

- 10:40-12:00 Hyatt East: GndBall E

Chair: Michael G. Harvey, U. of Oklahoma
Emerging Markets in the Global Market Place: Implications for SGHRM, Nancy K. Napier, Boise State U.
American Female Expatriates: Understanding the Impact of Diversity, Rosalie L. Tung, Simon Fraser U.
Critical Issues in SGHRM: Mentoring and Managing Global Succession, Mary Ann Von Glinow, Florida International U.
The Role of Inpatriates in Strategic Global Human Resource Management, M. Ronald Buckley, U. of Oklahoma; Michael G. Harvey, U. of Oklahoma
Discussant: M. Ronald Buckley, U. of Oklahoma

262. (HR, OB) Work and vacation - who is afraid to take a break?

- 10:40-12:00 Hyatt East: GndBall F

Chair: Dalia Etzion, Tel Aviv U.
Who is Afraid to Take a Break?, Dalia Etzion, Tel Aviv U.
Reflections on the Meaning of Work and Vacation in Light of the Changing Nature of Employment: Consequences for Individuals, Families and Organizations, Cary L. Cooper, U. of Manchester Institute of Science and Technology
Loss and Gain Spirals: Applying Hobfoll's COR Theory to Respite Research, Mina Westman, Tel Aviv U.
Expectations, Affectivity, and Respite Effects: Do We Experience the Relief We Expect?, Dov Eden, Tel Aviv U.
Vacation and Crossover of Strain between Spouses—Stopping the Vicious Circle, Dalia Etzion, Tel Aviv U.; Mina Westman, Tel Aviv U.

263. (CAR, GDO, OB) Discretionary Income and Arbitrary Advancement?: New challenges to Gender Equity in Pay and Promotions

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

Chair: Maura A. Belliveau, Duke U.
Reward Method and the Gender Wage Gap: Can Compensation Systems Explain Wage Inequality?, Marta M. Elvira, U. of California, Irvine; Mary E. Graham, George Washington U.
The State of Career Progress Among Managerial Women of Color, Katherine Giscombe, Catalyst, Inc.
Discussant: Robin J. Ely, Columbia U.

264. (OB, RM) Cutting Edge of Leadership: The Multiple-Level Approaches

- 10:40-12:00 Swiss: Gball 3

Chair: Francis J. Yammarino, State U. of New York, Binghamton
In Search of the Level of Analysis for Leader-Member Exchange (LMX); Theory on and Research of Four Alternatives, Chester A. Schriesheim, U. of Miami; Stephanie L. Castro, Louisiana State U.; Xiaohua (Tracy) Zhou, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton
A Multi-Level View of Charismatic Leadership: Close-Up and at a Distance, Jane M. Howell, U. of Western Ontario; Bruce J. Avolio, State U of NY at Binghamton; Derrick J. Neufeld, U. of Manitoba
The Romance of Leadership: Social Constructions, Networks, and Levels of Analysis, James R. Meindl, State U. of New York, Buffalo; Juan-Carlos Pastor, U. of Western Ontario
Discussant: Fred E. Dansereau, State U. of New York, Buffalo

Wednesday 12:20 pm

265. (CM, MED) Addressing the Topic of 21st Century Pluralism in Negotiation Courses: A Presentation of Four Pedagogical Initiatives

- 12:20-2:10 Hyatt East: GndBall D(N)

Chair: Amy L. Kenworthy, U. of North Carolina, Chapel Hill
Interactive Drama: A Pedagogical Tool for the 21st Century, Brooks C. Holton, U. of Washington
Service Learning: A Pedagogical Tool for the 21st Century, Amy L. Kenworthy, U. of North Carolina, Chapel Hill
Interactive Videotaped Examinations: A Pedagogical Tool for the 21st Century, Joseph F. Byrnes, Bentley College
WebCT™ Technology: A Pedagogical Tool for the 21st Century, Terry L. Boles, U. of Iowa
Discussant: Edward Zlotkowski, American Association for Higher Education

266. (BPS, IM) Social Capital and Knowledge Transfer in the Multinational Enterprise

- 12:20-2:10 Hyatt East: Columbus E/F

Chairs: Brian Golden, U. of Western Ontario; Tatiana Kostova, U. of South Carolina
Presenters: Anthony Frost, U. of Western Ontario, Ivey School of Business; Bill McEvily, Carnegie Mellon U.; Tatiana Kostova, U. of South Carolina; James F. Nebus, U. of South Carolina
Discussant: Linda Argote, Carnegie Mellon U.

267. (MOC, OB) Contrasting Perspectives of Social Identification in Organizations

- 12:20-2:10 Hyatt East: GndBall E

Organizer: Thomas E. Becker, U. of Delaware
Panelists: Blake E. Ashforth, Arizona State U., Main; Edwin A. Locke, U. of Maryland; Fred A. Mael, American Institutes for Research
Facilitator: Susan E. Jackson, Rutgers U., New Brunswick

268. (BPS, CMT) Search and Creation of Organizational Capabilities: The Evolution of Tacit, Articulated and Codified Knowledge (Knowledge)

- 12:20-2:10 Hyatt East: GndBall F

Organizer: Maurizio Zollo, INSEAD
Chair: Daniel A. Levinthal, U. of Pennsylvania
From Organizational Routines to Dynamic Capabilities, Sidney G. Winter, U. of Pennsylvania; Maurizio Zollo, INSEAD
Learning with Re-engineering: How Learning Occurs with Radical Reformulation of Organizational Core Competencies, Stephen Lee Walston, Cornell U.

Learning from Rare and Heterogeneous Events: Knowledge Codification, Experience Trajectories and M&A Performance in the US Banking Industry, Harbir Singh, U. of Pennsylvania; Maurizio Zollo, INSEAD

Building Alliance Capabilities: a Knowledge-based Approach, Harbir Singh, U. of Pennsylvania; Prashant V. Kale, U. of Pennsylvania

Knowledge Driven Quality Improvement: the Role of Tacit and Articulated Knowledge, Luk Van Wassenhove, INSEAD; Michael Lapre, Boston U.

Discussant: Sidney G. Winter, U. of Pennsylvania

269. (CM, OB) Anger in Organizations: Its Causes and Consequences

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

Chair: Ronda R. Callister, Utah State U.

The Experience of Anger of Work: Lessons From the Chronically Angry, Donald E. Gibson, Yale U.; Sigal G. Barsade, Yale U.

Images of Anger Events from the Workplace, John Basch, Bond U.; Cynthia D. Fisher, Bond U.

Feeling Superior: the Link between High Status Social Position’s and Anger, Larissa Z. Tiedens, Stanford U.

Status and Anger in Conflicts Across Organizational Boundaries, Ronda R. Callister, Utah State U.


Discussant: Peter Carnevale, U. of Illinois

270. (HR, MC) Outsourcing: Driver of Human Resource Change and Development

- 12:20-2:10 Swiss: Gball 3

Organizer: Stuart A. Youngblood, Texas Christian U.

Chair: David A. Gray, U. of Texas, Arlington

Virtual HR, J. Edward Buckley, Carter Burgess Buckley; E. Mitchell Weatherly, Pier 1 Imports, Inc.

Strategic Human Resources, E. Mitchell Weatherly, Pier 1 Imports, Inc.

Global Human Resources, George E. Metzger, Bell Helicopter, Textron

"Faster, Cheaper, and Better" from the Vendor's Perspective, Ed Rankin, People-Solutions

Discussant: Charles R. Greer, Texas Christian U.
Shared Interest Track Papers

Program Chair: Jean M. Bartunek, Boston College

<table>
<thead>
<tr>
<th>Start Time</th>
<th>Monday</th>
<th>Shared Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 am</td>
<td>271.</td>
<td>Paper: Effects of Individual Differences: The &quot;Big Five&quot; Personality Dimensions</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OB: Understanding Stability and Change in Contextual Performance: Dispositional and Situational Influences, Peter M. Hart, U. of Melbourne, Australia; Mark A. Griffin, Queensland U. of Technology; Melinda Jane Norris, U. of Melbourne, Australia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CAR: Executive Career Success in the U.S. and Europe: Effects of Personality, Wendy R. Boswell, Cornell U.; Timothy A. Judge, U. of Iowa; John W. Boudreau, Cornell U.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HR: Who Overrates or Underrates Themselves?: A Multinomial Logit Analysis, David T. Antonioni, U. of Wisconsin, Madison; Heejoon Park, U. of Wisconsin, Madison</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilitator: Murray Barrick, Michigan State U.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>TIM: Technology's Impact on Service Dynamics in a Modern Economy, Judith J. Kirchhoff, Long Island U.; Bruce A. Kirchhoff, New Jersey Institute of Technology; Steven T. Walsh, U. of New Mexico</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OM: The Operational Implications of Different Service Customization Strategies, Melanie Shuter, Queensland U. of Technology, Gardens Point; Robert W Walderssee, Queensland U. of Technology, Gardens Point</td>
</tr>
<tr>
<td></td>
<td></td>
<td>FACILITATOR: Benjamin Schneider, U. of Maryland</td>
</tr>
<tr>
<td>12:20 pm</td>
<td>273.</td>
<td>Paper: It's All Who You Know: The Strategic Role of Networks</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OB: Understanding Stability and Change in Contextual Performance: Dispositional and Situational Influences, Peter M. Hart, U. of Melbourne, Australia; Mark A. Griffin, Queensland U. of Technology; Melinda Jane Norris, U. of Melbourne, Australia</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CAR: Executive Career Success in the U.S. and Europe: Effects of Personality, Wendy R. Boswell, Cornell U.; Timothy A. Judge, U. of Iowa; John W. Boudreau, Cornell U.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>HR: Who Overrates or Underrates Themselves?: A Multinomial Logit Analysis, David T. Antonioni, U. of Wisconsin, Madison; Heejoon Park, U. of Wisconsin, Madison</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Facilitator: Murray Barrick, Michigan State U.</td>
</tr>
<tr>
<td>2:30 pm</td>
<td>274.</td>
<td>Paper: Determinants and Effects of Goal Orientation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>OB: Goal Orientation: New Directions for Contribution to Organizational Behavior, Adam Carroll, Columbia U.</td>
</tr>
</tbody>
</table>
Shared Interest Track Papers

275. Paper: Designs for Pluralistic Practice
- 10:40-12:00 Hyatt East: GndBall D(N)
OMT: Unlimited by Design: A Journey from Monism to Pluralism, Anat Lechner, Rutgers U., Newark
MH: From Dairy Cooperative to Multinational Corporation: Managing Multiple Stakeholders at the Kerry Group plc, James J. Kennelly, Skidmore College; David C. Ahlstrom, Chinese U. of Hong Kong
ODC: Collaborative Organizing: An Organizational Model for a New Paradigm, Peter J. Robertson, U. of Southern California
Facilitator: L. David Brown, Boston U.

- 10:40-12:00 Hyatt East: Columbus E/F
OCIS: Purchase of Service Contracting: Proposal Rating as a Moderator, Barbara Peat, Indiana U., South Bend; Dan L. Costley, New Mexico State U.
IM: The Role of Culture in the Formation Process of International Alliances: Evidence, Critique and Future Directions, Paul M. Olk, U. of California, Irvine; Gary R. Henderson, U. of California, Irvine
ODC: Design and Performance in International Joint Ventures: A Dynamic Evolution Perspective, Yan Zhang, U. of Southern California
Facilitator: Stephen B. Tallman, Cranfield U. / U. of Utah

277. Paper: Varieties of Radical Change
- 12:20-2:10 Hyatt East: GndBall C(N)
OMT: A Study of Revolutionary and Non- Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischniowsky, Rutgers U.; Fariborz Damanpour, Rutgers U., Newark
OMT: Radical Organizational Change During Institutional Upheaval, Karen L. Newman, McDonough School of Business, Georgetown U.
TIM: In Search of Innovation: Determinants of New Product Innovation and Radicality, Riitta Katila, U. of Texas, Austin; Gautam Ahuja, U. of Texas, Austin

Facilitator: Elaine Romanelli, Georgetown U.

278. Paper: Collective and Shared Cognition
- 12:20-2:10 Hyatt East: GndBall D(N)
MOC: Pinning Down Collective Cognition, Phyllis Johnson, Cranfield U.
MOC: On Team Mental Models: The Role of Cognitive Convergence in Problem Solving and Team Cohesiveness, Eric Lee Monier, U. of Tennessee, Knoxville
OCIS: Perspective Taking Among Distributed Workers: The Effect of Distance on Shared Models of Work, Pamela J. Hinds, Stanford U.
Facilitator: Colin Eden, U. of Strathclyde

279. Paper: What Affects Organizational Commitment?
- 12:20-2:10 Hyatt East: Columbus E/F
OB: Factors Affecting the Organizational Commitment of Technical Knowledge Workers: Generation X, Baby Boomers, and Beyond, David Finegold, U. of Southern California; Susan Albers Mohrman, U. of Southern California; Gretchen M. Spreitzer, U. of Southern California
OB: The Effects of Psychological Contract Strength and Violation on Organizational Commitment and Organizational Justice, Matthew A. Liao-Troth, DePaul U.
ODC: An Exploration of Leader-Member Exchange and Perceived Organizational Support as Predictors of Organizational Commitment: A Field Study, William S. Schaninger, Jr., Auburn U.; Dennis R. Self, Auburn U.
Facilitator: Richard T. Mowday, U. of Oregon

Monday 2:30 pm

280. Paper: Virtual Teams
- 2:30-3:50 Hyatt East: GndBall C(N)
OCIS: Virtual Teams: A Proposed Research Agenda, Stacie Furst, U. of North Carolina, Chapel Hill; Richard S. Blackburn, U. of North Carolina, Chapel Hill; Benson Rosen, U. of North Carolina, Chapel Hill
MOC: Managing the Formation of Virtual Team Categories and Prototypes by Managing Information: A SIT / SCT Perspective, David P. Brandon, U. of Illinois, Urbana-Champaign; Michael G. Pratt, U. of Illinois, Urbana-Champaign

Winner of MOC Best Student Paper Award
Published in Conference Proceedings

OB: A Model of the Effects of Geographical Dispersion on Work Teams, Catherine Durnell Cranton, George Mason U.; Sheila Simsarian Webber, George Mason U.
Facilitator: Lee Sproull, Boston U.
   • 2:30-3:50 Hyatt East: GndBall D(N)  
MOC: To Boldly Go Where No Man Has Gone Before: Integrating Cognitive and Physical Features in Scenario Studies, Pursey P. M. A. R. Heugens, Erasmus U., Rotterdam; Johannes Van Oosterhout, Erasmus U., Rotterdam  
OM: Cognitive/Cause Mapping and Scenarios in Risk Management, Colin Eden, U. of Strathclyde; Fran Ackermann, U. of Strathclyde; Terry Williams, U. of Strathclyde  
ENT: Crisis Management Plans as Schemas: Analysis and Implications, Joann L. Krauss, Western Illinois U.  
Facilitator: James R. Meindl, State U. of New York, Buffalo

282. Paper: Impacts of Outside Directors on Strategy and Performance  
   • 2:30-3:50 Hyatt East: Columbus E/F  
OMT: A Network Perspective on How Outside Directors Impact Strategic Decision Making, Mason A. Carpenter, U. of Wisconsin, Madison; James D. Westphal, U. of Texas, Austin  
ENT: Director Strategic Contribution and Organizational Performance in Entrepreneurial Firms, K. Matthew Gilley, Oklahoma State U.; Roger H. Ford, James Madison U.; Joseph E. Combs, James Madison U.  
Facilitator: Donald C. Hambrick, Columbia U.

Monday 4:10 pm

283. Paper: Dream Teams: Making Teams Effective  
   • 4:10-5:30 Hyatt East: GndBall C(N)  
ODC: The Relative Influence of Vertical Vs. Shared Leadership on the Longitudinal Effectiveness of Change Management Teams, Craig L. Pearce, U. of North Carolina, Charlotte  
OB: External Activities and Team Effectiveness: A Structural Contingency Framework, Jin Nam Choi, U. of Michigan  
Facilitator: Susan G. Cohen, U. of Southern California

284. Paper: Up or Down the Up Escalator: Escalating Commitment in Individuals and Groups  
   • 4:10-5:30 Hyatt East: GndBall D(N)  
MOC: Sensemaking the Everest Disaster: Escalating Commitment in Groups, Damian Christopher Kayes, Case Western Reserve U.  
OB: John Henry Versus the Locomotive: Do Individuals Treat Other Individuals Different Than They Do Objects Within an Escalation of Commitment Scenario?, Henry Moon, Michigan State U.  
OCG: When the Going Gets Tough: How Escalating Commitment Can Help Innovations to Succeed, Mike John Gallivan, Georgia State U.  
Facilitator: Mark Keil, Georgia State U.

Tuesday 8:50 am

285. Paper: Improving Organizational Performance: Methods, Barriers, and Moderating Effects  
   • 4:10-5:30 Hyatt East: Columbus E/F  
ENT: Entry Barriers and New Venture Performance: A Longitudinal Investigation of Direct and Moderated Effects, Kenneth Charles Robinson, Kennesaw State U.; Patricia Phillips McDougall, Georgia Institute of Technology  
Facilitator: Lowell W. Busenitz, U. of Oklahoma

286. Paper: Dynamic, Complex Organizational Environments and Their Impacts  
   • 8:50-10:10 Hyatt East: GndBall C(N)  
OMT: Changes in Organization Environments: A Longitudinal Study, Gary J. Castrogiovanni, U. of Tulsa  
ENT: Dynamic Strategies: Emergent Journeys, Janice A. Black, New Mexico State U.; Gerard F. Farias, Loyola U.  
Facilitator: Claudia B. Schoonhoven, U. of California, Irvine

288. Paper: The Challenges and Opportunities of Becoming an Expatriate

• 8:50-10:10 Hyatt East: Columbus E/F

IM: Social Networks of Expatriates, Kevin Au, Chinese U. of Hong Kong; John Fukuda, Chinese U. of Hong Kong; Yan Zhao, Chinese U. of Hong Kong

CAR: Underemployment Among Expatriates: Antecedents and Consequences, Mark C. Bolino, U. of South Carolina; Daniel C. Feldman, U. of South Carolina

HR: Expatriation and Repatriation in MNCs: A Taxonomy, Yehuda Baruch, U. of East Anglia, UK; Yochanan Altman, U. of North London

IM: Biggest Obstacle to Career Success of Female American Expatriates: Selection Bias at Home?, Yongsun Paik, Loyola Marymount U.

Facilitator: Michael A. Hitt, Texas A&M U.

Tuesday 10:30 am

289. Paper: You’ve Got Mail!™: E-mail and E-commerce in Organizations

• 10:30-11:50 Hyatt East: Columbus E/F

IM: Cultural Effects on International Business and Electronic Commerce, John W. Clarry, Montclair State U.

HCA: Becoming Virtual: Creating a Virtual Organization Within a Telemedicine Network, Jeanine Warisse Turner, Georgetown U.

RM: The Electronic Survey Technique: An Integration and Assessment, Zeki Simsek, U. of Connecticut

OCIS: Emerging Trends in Electronic Mail Technology: Creating an Agenda for Future Research, Roger J. Volkema, American U.

Facilitator: Michael Moch, Michigan State U.

Tuesday 2:00 pm


• 2:00-3:20 Hyatt East: Columbus E/F


Facilitator: Deborah M. Kolb, Simmons GSM

291. Paper: Knowledge Creation, Evolution, and Transfer

• 3:40-5:00 Hyatt East: GndBall C(N)

MC: Managing Knowledge Creation in Knowledge-Based Organizations: Individual, Organizational and Global Inter-Organizational Level…Issues and Agenda Involved, Rashmi H. Assudani, McGill U.

Winner of MC Division First Prize for Outstanding Student Paper


OCD: Organizational Change Through the Transfer of Knowledge: Pitfalls in the Use of Management Consultants, Thomas Armbruster, U. of Reading; Matthias Kipping, U. of Reading

TIM: Knowledge, Structural Integration, and Technology Conversion: A Contingency Perspective, Laura B. Cardinal, U. of North Carolina, Chapel Hill; Scott F. Turner, U. of North Carolina, Chapel Hill; David Lei, Southern Methodist U.

Facilitator: Linda Argote, Carnegie Mellon U.

292. Paper: Making Sense of Organizational Change

• 3:40-5:00 Hyatt East: GndBall D(N)


MOC: Re-Imagining the Differentiation and Integration of Innovation Work as Needfully Interrelating Communities of Practice, Deborah Dougherty, Rutgers U.

Facilitator: Anne Miner, U. of Wisconsin, Madison

293. Paper: The Performance Impact of Supply Chain Management

• 3:40-5:00 Hyatt East: Columbus E/F

Shared Interest Track Papers

**Wednesday 9:00 am**

**294.** Paper: Job Satisfaction in Contemporary Organizations
- 9:00-10:20 Hyatt East: GndBall C(N)

**OB:** Culture and Psychological Contracts: Effects on Job Satisfaction and Guilt, Yee Ng, Michigan State U.; Daniel R. Ilgen, Michigan State U.

**OB:** The Moderating Effects of Employee Perceptions of Behavioral Discretion on the Relationship Between OCB and Job Satisfaction, Dan J. Putka, Ohio U.; Jeffrey B. Vancouver, Ohio U.


**HR:** Identifying the Sources of Non-Equivalence in Job Satisfaction Measures, Vida Scarpello, Georgia State U.; James Hayton, Georgia State U.

*Facilitator:* Angelo J. Kinicki, Arizona State U.

**295.** Paper: Antecedents and Outcomes of Organizational Citizenship Behavior
- 9:00-10:20 Hyatt East: GndBall D(N)

**OB:** Supervisors as Stewards of Organizational Citizenship? An Examination of the Agreement Between Within and Across Group Effects of Employee OCBs on Overall Performance, William H. Bommer, Georgia State U.; Bryan Lilly, U. of Wisconsin, Oshkosh

**OB:** Mediating and Moderating Effects of Role Definitions on Relationships Between Organizational Justice and Organizational Citizenship Behavior, Edward C. Taylor, U. of Kentucky; Bennett J. Tepper, U. of Kentucky

**PNS:** Reciprocity or It’s My Job?: Exploring Organizationally Directed Citizenship Behavior in a National Health Service Setting, Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Science; Ian Kessler, U. of Oxford; John Purcell, U. of Bath

**HCA:** Getting More Than You Bargained For: Empirical Evidence of Organizational Citizenship Behavior from the Health Care Industry, Christine S. Koberg, U. of Colorado, Boulder; R. Wayne Boss, U. of Colorado; Regina Pacheco Bursten, U. of Colorado, Boulder; Eric A. Goodman, Fort Hays State U.

*Facilitator:* Linn Van Dyne, Michigan State U.