

Showcase Symposia

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

	Start	Shared Program
Monday	8:30 am	179. Identity Markers ♦ HW: Water Tower 180. Cultural Complexity ♦ HW: Regency Ball D(N)
	10:40 am	181. Affective Trust ♦ HW: Water Tower 182. Stigmatized Groups ♦ HW: Regency Ball D(N)
	12:20 pm	183. Constructing Markets ♦ HW: Water Tower
	1:00 pm	184. Weick & Waterman on Change ♦ HW: Regency Ball D(N)
	2:30 pm	185. Genetic Testing and Privacy ♦ HW: Goldcoast 186. S: Cross-border Knowledge Tran ♦ HW: Water Tower 187. Organizational Discourse ♦ HW: Regency Ball D(N)
	4:10 pm	188. Knowledge Transfer ♦ HW: Water Tower 189. Corp. Govern. in Plural World ♦ HW: Regency Ball D(N)
Tuesday	8:30 am	190. Cognition's Evolution (K) ♦ HW: Water Tower 191. Agreeing to Disagree ♦ HW: Regency Ball D(N)
	10:30 am	192. OD: Past, Present, Future ♦ HW: Water Tower
	2:00 pm	193. Replicating Knowledge (K) ♦ HW: Water Tower 194. S: Institutional Change (I) ♦ HW: Regency Ball D(N)
	3:40 pm	195. S: Emergent IT & Org. Change ♦ HW: Water Tower 196. Authors on fostering change ♦ HW: Regency Ball D(N)
	8:30 am	197. Moral Center in Pluralism ♦ HW: Water Tower 198. Framing Intractable Disputes ♦ HW: Regency Ball D(N)
Wednesday	10:40 am	199. S: Academic-Pract. Sensemaking ♦ HW: Water Tower 200. Participation in Diverse Grps. ♦ HW: Regency Ball D(N)
	12:20 pm	201. Work transition journeys (SC) ♦ HE: GndBall A 202. HRM lessons from 13 countries ♦ HW: Water Tower 203. Path Dependence and Creation ♦ HW: Regency Ball D(N)
	1:00 pm	204. Developmental Entrepreneurship ♦ HW: Regency Ball C(N)

Monday 8:30 am

179. (MOC, OB, OMT) From Titles to Tattoos: Physical Identity Markers and Social Identity

- ♦ 8:30-10:20 Hyatt West: Water Tower

Co-Chairs: Kimberly D. Elsbach, U. of California, Davis; Judi McLean-Parks, Washington U.; Melissa C. Thomas-Hunt, Washington U.

Presenters: Michael G. Pratt, U. of Illinois, Urbana-Champaign; Janet M. Dukerich, U. of Texas, Austin; Anat Rafaelli, U. of Haifa; Mary Ann Glynn, Emory U.; Jessica L. Simmons, U. of Texas, Austin; Kevin E. Dickson, U. of Texas, Austin

180. (GDO, IM) Cultural Complexity in the Workplace: Asian and Hispanic Dialogues on the Journey Toward Pluralism

- ♦ 8:30-10:20 Hyatt West: Regency Ball D(N)

Organizers: Ana Maria Reyes, U. of Pennsylvania; Elaine Yakura, Michigan State U.

Presenters: Tojo Joseph Thatchenkery, George Mason U.; Evangelina Holvino, Chaos Management Ltd.; Bernardo M. Ferdman, California School of Professional Psychology; Mary Teagarden, Thunderbird; Mary Yoko Brannen, San Jose State U.; Elena Yang, Independent Consultant/Educator; Katherine R. Xin, U. of Southern California

Monday 10:40 am

181. (CM, OB, SIM) From Ardor to Malice: The Role of Affective Processes in Trust and Trust Violations

- ♦ 10:40-12:00 Hyatt West: Water Tower

Co-Chairs: Michele Williams, U. of Michigan; Darryl J. Stickel, Duke University

Affective Reactions to Trust Violations: A Social Identity Theory Perspective, Roderick M. Kramer, Stanford U.
The Paradoxical Effects of Prior Trust on Reactions to Broken Promises, Sandra L. Robinson, U. of British Columbia

The Influence of Trust and Empowerment on Emotional, Cognitive, and Behavioral Responses to Downsizing, Anil K. Mishra, Wake Forest U.

Building Trust in the Face of Hostility, Darryl J. Stickel, Duke University

Provocateur: Roy J. Lewicki, Ohio State U.

182. (HR, OB, SIM) Understanding Stigmatized Groups: The Journey to Acceptance in a Pluralistic World of Work

- ♦ 10:40-12:00 Hyatt West: Regency Ball D(N)

Chairs: Carolyn Marie Wiethoff, Ohio State U., Columbus; Jerald Greenberg, Ohio State U., Columbus

Presenters: Belle Rose Ragins, U. of Wisconsin, Milwaukee; Dianna Stone, U. of Central Florida; Audrey J. Murrell, U. of Pittsburgh; Faye Crosby, U. of California, Santa Cruz

Discussants: Jerald Greenberg, Ohio State U., Columbus; Peter R. Bulmer, Jackson, Lewis, Schnitzler & Krupman

Monday 12:20 pm

183. (BPS, OMT) Constructing Markets: The Economic Sociology of Organizations and Strategy

- ♦ 12:20-2:10 Hyatt West: Water Tower

Chair: M. Tina Dacin, Texas A&M U.

Cartel Stability and Administered Prices, Wayne E. Baker, U. of Michigan; Eric Cheney, U. of Massachusetts, Amherst; Robert R. Faulkner, U. of Massachusetts, Amherst; Gene A. Fisher, U. of Massachusetts, Amherst

Constructing Markets of Affiliation: The Embeddedness ofAlliance Dynamics, M. Tina Dacin, Texas A&M U.Re-Inventing Coffee: The Construction of the SpecialtyCoffee Market, Violina P. Rindova, U. of WashingtonThe Social Construction of Venture Capital Finance inSilicon Valley, Mark C. Suchman, U. of Wisconsin, MadisonNotes on the Sociology of Market Making: The Case of theAvailability and Cost of Financial Capital in Mid-Market Banking, Brian Uzzi, Northwestern U.*Discussant:* Hayagreeva Rao, Emory U.**Monday 1:00 pm****184.** (ODC, 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 CaliforniaGenetic Testing, Employment Discrimination, andManagerial Decision Making, Elaine Draper, U. of California, BerkeleyGenetic Testing and Occupational Disease.. No Causal Link:A Technology for Asymptomatic ADA Discrimination?, Cliff Cheng, U. of Southern CaliforniaGenetic 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 DevelopmentThe Marshall Plan and Early Transfers of Managerial, Marie-Laure Djelic, ESSECIntercultural Problems in East-West Management: The Collective Culture Shock in Hungary and Czech Republic, Gerhard Fink, U. of Vienna; Sylvia Meierewert, U. of ViennaThe Change of Japan's Financial Management System after World War II: Similarities and Dissimilarities with Eastern Europe after the Cold War, Nobuko Inagawa, Hamamatsu UniversityFrom 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)Matsushita Electric: Can the Circle be Squared?, Nigel Holden, Copenhagen Business School**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: AProgram of Research, Cynthia Hardy, U. of Melbourne, AustraliaLevels of Discursive Struggle, Nelson W. Phillips, McGill U.The Discursive Construction of Identities, Steve Maguire, McGill U.Conversations and Narrative in InterorganizationalCollaboration, Thomas B. Lawrence, U. of Victoria*Discussant:* Linda L. Putnam, Texas A&M U.**Monday 4:10 pm****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 TechnologyAn Actor Perspective to Organizational Learning : MiddleManagers as Enablers of Knowledge in Radical Change, Quy Huy, INSEADMemory Systems In Organizations, Fernando Olivera, U. of Western OntarioThe Intra-firm Transfer of Contextual Knowledge AcrossBorders: Barriers and Solutions to Adoption, Diffusion and Institutionalization of the U.S. Practices into the Japanese and European Environments in PharmaceuticalCompanies, Kazuhiro Asakawa, Keio Business SchoolKnowledge 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 EquityMarket, Michael Useem, U. of PennsylvaniaConvergence of Corporate Governance Models? Maybe Not,

Mauro F. Guillen, Princeton/U. of Pennsylvania

The Anglo-Saxon and the Continental CorporateGovernance Models: Where do Italy and Spain Fit?, Ruth V. Aguilera, Harvard U.

Privitization and Corporate Governance Transformation: The Case of France, Michel Goyer, Massachusetts Institute of Technology/Harvard U.
Discussants: Gerald F. Davis, U. of Michigan; Edward J. Zajac, Northwestern 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.

Individual and Collective Change and Development Journeys in the Study of Cognition in Organizations, Marlene C. Fiol, U. of Colorado, Denver; Dennis A. Gioia, Pennsylvania State U.

Pluralistic Cognition: Building Bridges Across Disciplines and Cultures, Anne S. Huff, U. of Colorado / Cranfield School of Management; William H. Starbuck, New York 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. Coglisier, 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

Hurdles in Replicating Knowledge Across Organization

Subunits: A Search-Transfer Perspective, Morten T. Hansen, Harvard U.

Interorganizational Learning, Barriers to Intra-firm Knowledge Transfers, and Competitive Advantage, Jeffrey H. Dyer, U. of Pennsylvania

Imitation, Replication, and Complexity, Jan W. Rivkin, Harvard U.

194. (BPS, ODC, OMT) **Processes of Institutional Change in Organizations (Institutions)**

- ♦ 2:00-3:20 Hyatt West: Regency Ball D(N)

Organizers: Wesley David Sine, Cornell U.; Pamela S. Tolbert, Cornell U.

The Role of Professional Associations in the Transformation of Institutionalised Fields, C. R. Hinings, U. of Alberta; Royston Greenwood, U. of Alberta

The De(RE)structuration of Organizational Fields, W.

Richard Scott, Stanford U.; Peter J. Mendel, Stanford U.; Martin Ruef, Stanford U.; Carol A. Caronna, Stanford U.

Occupations vs. Organizations: Use of Part-Time Faculty in Colleges and Universities, Pamela S. Tolbert, Cornell U.; Wesley David Sine, Cornell U.

Institutional Change: The Sources of New Models and Forums in U.S. Colleges and Universities, Marc Ventresca, Northwestern U.; Mathew Kraatz, U. of Illinois, Urbana-Champaign; Marvin Washington, Northwestern U.

Discussant: Huseyin Leblebici, U. of Illinois, Urbana-Champaign

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

Facilitating Electronic Collaboration in Cross-Functional Teams: The Role of Sensemaking, Thekla . Rura-Polley, U. of Technology, Sydney; Ellen . Baker, U. of Technology, Sydney; Igor Hawryskiewicz, U. of Technology, Sydney

Knowledge Creation Through Interpretation: The Role of Computer-Mediated Simulations in a Laboratory Environment, Tojo Joseph Thatchenkery, George Mason U.; Ravi Behara, Florida Atlantic U.; Con Kenney, FannieMae

Discussant: Robert P. Gephart, U. of Alberta

196. (MC, ODC) **Approaches to Fostering Organizational Change in a Pluralistic World: Conversations with the Authors**

- ♦ 3:40-5:00 Hyatt West: Regency Ball D(N)

Chairs: Rupert F. Chisholm, Pennsylvania State U., Harrisburg; Robert E. Quinn, U. of Michigan
Network Development, Rupert F. Chisholm, Pennsylvania State U., Harrisburg
Organizational Culture, Robert E. Quinn, U. of Michigan
Developing Self-Managing Organizations, Ronald E. Purser, San Francisco State U.
Public Organizations, Ronald R. Sims, College of William and Mary
Discussant: Edgar H. Schein, Massachusetts Institute of Technology

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.
The Framing of Identity, Rights and Values in Environmental Disputes, Barbara Gray, Pennsylvania State U.; Jennifer Jones Corley, Pennsylvania State U.; Ralph Hanke, Pennsylvania State U.
Framing the Politics of Water, Roy J. Lewicki, Ohio State U.; Carolyn Marie Wiethoff, Ohio State U., Columbus
Stakeholder Framing of the Edwards Aquifer Case, Linda L. Putnam, Texas A&M U.; Charles Samuelson, Texas A&M U.
Evolving Stakeholder Frames and the Transition Between Intractability and Resolvability in an Environmental Conflict: Lessons From the Quincy Library Group Case, Julia M. Wondolleck, U. of Michigan; Todd Bryan, U. of Michigan
Discussant: Max M. Bazerman, Northwestern U.

Wednesday 10:40 am

199. (ODC, 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
Organizing for Joint Sensemaking and Knowledge Creation, 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.
On the Co-generation of Theory and Linking Research to Practice, Michael Tushman, Harvard U.
Exploring New Models for Management Research: A Case of Academic-Practitioner Collaboration, Teresa M. Amabile, Harvard U.
Discussant: Edgar H. Schein, Massachusetts Institute of Technology

200. (CM, OB) **Promoting Participation in Pluralistic Environments: Managing Contributions within Diverse Groups**

- 10:40-12:00 Hyatt West: Regency Ball D(N)

Chair: Melissa C. Thomas-Hunt, Washington U.
When Differences Make a Difference: Categorization and Social Identification Based on Demographic Diversity in Formal Organizations, Sandra E. Spataro, U. of California, Berkeley
Begging, Fighting, or Demanding to be Heard: Group Status Dynamics in the Organizational Context, David A. Owens, Vanderbilt U.
Maybe I Should Say Something: The Effect of Organizational Culture and Expert Status on Group Member Contributions, Melissa C. Thomas-Hunt, Washington U.; Tonya Y. Ogden, Washington U.; Margaret A. Neale, Stanford U.
Getting to Know You: The Influence of Personality on the Alignment of Self-Other Evaluations of Demographically Different People, Jennifer A. Chatman, U. of California, Berkeley; Francis J. Flynn, U. of California, Berkeley; Sandra E. Spataro, U. of California, Berkeley
Discussant: Gregory B. Northcraft, U. of Illinois, Urbana-Champaign

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
Individual Adaptation Strategies in Work Role Transitions, Michael D. Higgs, Australian Graduate School of Management; Robert Wood, Australian Graduate School of Management
How Employee Job Transitions Affect Employment Outcomes for Accompanying Spouses, Lillian T. Eby, U. of Georgia
Protean Behaviors and Proactive Repatriates: Keys to Successful Repatriation Transitions?, Sharon Leiba-O'Sullivan, Concordia U.
The Career Kiss of Death? The Effect of Downward Work Transitions on Subjective Career Success and Identification, Leisa D. Sargent, Queensland U. of Technology
Ambassador: Veronica Reiter-Palmon, U. of Nebraska, Omaha
Discussant: Gregory K. Stephens, Texas Christian U.

202. (HR, IM, MED) **Lessons Learned From a 13-Country, Regional Analysis of International Human Resource Management**

- 12:20-2:10 Hyatt West: Water Tower

Chairs: Mary Ann Von Glinow, Florida International U.; Ellen A. Drost, San Diego State U.
Overview, Mary Ann Von Glinow, Florida International U.; Ellen A. Drost, San Diego State U.
The Best Practice in International HRM Project: Methods, Kevin B. Lowe, U. of North Carolina, Greensboro; Mary Teagarden, Thunderbird; John Michael Geringer, California Polytechnic U.

Strategic Human Resource Management: A Cross-CulturalPractice?, David E. Bowen, Thunderbird; Pillai

Rajnandini, 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 PerformanceAppraisal 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

Unpacking Path Dependence: Differential ValuationsAccorded History Across Disciplines, Paul M. Hirsch,

Northwestern U.; James J. Gillespie, Northwestern U.

Complexity, Attractors, and Path Dependence and Creation inTechnological Evolution, Joel A. C. Baum, U. of TorontoTechnologies of Managing and the Mobilization of Paths, Jan

Mouritsen, Copenhagen Business School; Niels Dechow,

Copenhagen Business School

Innovation as a Community-Spanning Process: Looking forinteraction strategies to handle path dependency, Bart Van

Looy, K.U. Leuven; Koenraad Debackere, K.U. Leuven;

Rene Bouwen, K.U. Leuven

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*Presenters:* Julia S. Rubin, Harvard U.; Jacqueline Benitez,

Spanish Marketing, Inc.; Curt H. Stiles, California State

U., Bakersfield

Discussant: Steve Robinson, U. of North Carolina,

Wilmington

Jointly Sponsored Symposia

Coordinator: Kelley D. Hinze, University of Minnesota

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

205. (OB, OMT) Broadening the Boundaries of Organizational Culture Research: Multiple Perspectives on Analyses and Consequences

- ♦ 9:00-10:20 Hyatt East: GndBall B

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. Hermalin, Cornell U.

The Strength of Corporate Culture and the Reliability of Firm Performance, Jesper B. Sorensen, U. of Chicago

Strong Cultures and Innovation: Oxymoron 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

- ♦ 9:00-10:20 Hyatt East: GndBall E

Chair: Paul S. Goodman, Carnegie Mellon U.

Relational Foundations of Collective Mindfulness and Error Mitigation in a Temporary, High-Reliability Organization, Gregory A. Bigley, U. of Cincinnati

Studying Variations in Errors: The Concept of Organizational Vulnerability, Rangaraj Ramanujam, Carnegie Mellon U.; Paul S. Goodman, Carnegie Mellon U.

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

- ♦ 9:00-10:20 Hyatt East: GndBall F

Co-Chairs: Harry Korine, London Business School; Brittany C. Jones, London Business School

Replicating To Grow: Preliminary Evidence on the Market Value of Concept Replicators, Sidney G. Winter, U. of Pennsylvania

Accelerating Growth: High Speed Internationalization, Harry Korine, London Business School

Survival and Adaptation of Multi-Unit and Single-Unit Organizations: Evidence from the US Footwear Industry, 1940-1989, Giuseppe Audia, London Business School; Jerald Hage, U. of Maryland

Cultural Transmission in Self-Replicating Organizations, Narasimhan Anand, London Business School; Brittany C. Jones, London Business School

Discussants: Charles C. Snow, Pennsylvania State U.; John A. Mathews, Macquarie U.

208. (BPS, MOC) Strategic Thinking Ability in Top Management Teams: A Cognitive Perspective

- ♦ 9:00-10:20 Hyatt West: Comiskey

Chair: 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

- ♦ 9:00-10:20 Swiss: Alpine II

Chair: 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

210. (HR, RM) Measurement Issues in Strategic Human Resource Management Research

- ♦ 9:00-10:20 Swiss: Gball 3

Chair: Patrick M. Wright, Cornell U.

Next Steps for Strategy in Strategic Human Resource Management, Clint Chadwick, U. of Illinois, Urbana-Champaign

Measurement Error in Assessing HR Practices: Systematic or Random?, Patrick M. Wright, Cornell U.; Barry A.

Gerhart, Vanderbilt U.; Timothy M. Gardner, Cornell U.

Measurement Issues Associated with Alternative Measures of Human Resource Management Systems, John E. Delery, U. of Arkansas, Fayetteville

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

- ♦ 9:00-10:20 Swiss: Gball I

Co-Organizer: Charlene E. Zietsma, U. of British Columbia
The Present Through the Eyes of the Past: A Play, Benjamin

M. Lichtenstein, U. of Hartford; Jean L. Kahwajy, Stanford U.; Julia S. Rubin, Harvard U.; Charlene E. Zietsma, U. of British Columbia

Chair & Co-Organizer: Peter J. Frost, U. of British Columbia
Looking Back, Looking Outside, Looking Forward, Cynthia Hardy, U. of Melbourne, Australia

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.

Remarks on "The Present Through the Eyes of the Past",

Philip H. Mirvis

Winner of OMT Division Best Symposium Proposal Award

Monday 10:40 am

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.

Entrepreneurial Start-ups and the Influence of New Top Managers: the Dynamics of Careers and Influence, Warren Boeker, U. of Washington

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

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

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.

Managerial, Expertise and Team-Centered Forms of Organizing: A Cross-Cultural Explanation of Temporal Norms, Leslie A. Perlow, U. of Michigan

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

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.

On-line Mentoring: Today's Response to Tomorrow's Pluralistic Business Environment, Vicki R. Whiting, Westminster College

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 Millenni

- 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, Keele 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

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. (OCIS, OMT) 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.



Travails 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 Oxley, 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/Chaos Management; Judith Katz, Kaleel Jamieson Company; David A. Thomas, Harvard U.

226. (MED, ODC) Emerging Trends in Doctoral Education: Educating 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.

Monday 4:10 pm

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

High Performance Safety Systems: Management Practices for Achieving Optimal Safety Performance, Julian Barling, Queen's U.; Anthea Zacharatos, Queen's U.

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

Discussant: 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

Co-Chairs: Henry W. Chesbrough, Harvard Business School; Leigh M. Weiss, Harvard U.


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.

The CSM Approach to Problem Framing, Paul F. DuMont, Walsh 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 I

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.

Ontological Individualism-Collectivism: A Suggested Direction for Future Research, John A. Wagner III, Michigan State U.

Integrating Sociological and Psychological Perspectives on Individualism-Collectivism, P. Christopher Earley, Indiana U.

Discussant: Miriam Erez, Technion, Israel Institute of Technology

234. (CAR, GDO) Careers in Transition--A Gliding Path for the New Millennium--A Sequence of Steps

- ♦ 8:30-10:10 Hyatt East: GndBall B

Organizer: Dorothy Perrin Moore, Citadel

Chair: Gary N. Powell, U. of Connecticut

Organizers: Linda K. Stroh, Loyola U.; Anne H Reilly, Loyola U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee; Joan Anderson, James H. Anderson, Inc.

Discussant: Gary N. Powell, U. of Connecticut

235. (BPS, TIM) Corporate Performance, Diversification, and Innovation

- ♦ 8:30-10:10 Hyatt East: GndBall B

Chair: Anita M. McGahan, Harvard U.

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

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

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

Corporate Diversification, Patent Activity, and Market Value: Scale, Scope and Spillovers in Appropriating Returns to Innovation, Brian S. Silverman, Harvard U.; Anita M. McGahan, Harvard U.

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

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

- ♦ 8:30-10:10 Hyatt East: GndBall F

Chair: Robert DeFillippi, 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 Through 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 DeFillippi, Suffolk U.; Michael B. Arthur, Suffolk U.

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

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

- ♦ 8:30-10:10 Hyatt West: Comiskey

Chair: Susan G. Straus, Carnegie Mellon U.

Trust and Monitoring: Predicting Successful Outcomes in Distant Teams, Suzanne P. Weisband, U. of Arizona; Suzanne Iacono, 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.

Schmooze 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.

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

- ♦ 8:30-10:10 Swiss: Neuchatel

Organizer: John T. Luhman, New Mexico State U.

Celtic Wisdom: Wardens for Pluralistic Organizations,

Robert F. Dennehy, Pace U.

Hoki ki te Whakaaro Nui: Reclaiming Maori Knowledge,

Parehau Richards, U. of Waikato; Riri Ellis, U. of Waikato

Vedic Education as the Fulfillment of Postmodern Education:

Consciousness, Meditation, and "Heaven on Earth", David

S. Steingard, Maharishi University of Management; Dale Fitzgibbons, Illinois State U.

The Knight Errant's Ideology of Adventure, David M. Boje, New Mexico State U.; John T. Luhman, New Mexico State U.

Discussant: Grace Ann Rosile, New Mexico State U.

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

- ♦ 8:30-10:10 Swiss: Gball 3

Organizer: Caren Goldberg, George Washington U.

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

Individual Differences in Definition of Sexual Harassment:

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

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

Outcomes of Requests for Summary Judgements in Federal

Sexual Harassment 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?**

- ♦ 10:30-11:50 Hyatt West: Columbian

Chairs: 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.

Toward an Explanation of Cultural Differences in Attribution Processes for Success and Failure: Evidence from An American Multinational Bank in Thirteen Cultures, Ya-Ru Chen, New York U.; Steven J. Mezias, New York U.; Patrice Murphy, New York 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


Global Leaders: Women of influence, Nancy J. Adler, McGill U.


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 1

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.

Imagine Chicago: Inspiring Community Innovation Through Inquiry and Action, Bliss W. Browne, Imagine Chicago/DePaul 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, Communitas

The Effects of Social Enterprise: Evidence from Canadian Human Service Organizations, Raymond Dart, York U.
It's The Mission, Stupid: The Case of Developmental Venture Capital and Why Sector Doesn't Matter, Julia S. Rubin, Harvard 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
Out of Sight, Out of Mind? The Impact of Alternative Work Arrangements on Selection and Effectiveness of Feedback Seeking and Impression Management Behaviors, Zoe I. Barsness, Texas A&M U.; Kristina A. Diekmann, U. of Notre Dame

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. Mechem, 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.

Providing Access to More Than Access: Services in the Commercial Internet Access Market, Shane M. Greenstein, Northwestern 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, GDO) 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.

Clash of Logics. The European Convergence-Divergence Debate in Management and Its Significance for NAFTA - A Conceptual Framework and Empirical Evidence, Wolfgang Mayrhofer, Vienna U. of Economics

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.

Wednesday 9:00 am

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; Zur Shapira, New York U.

Crafting Utopias Into Reality: The Shaping and Governance of Large-Scale Engineering Projects, 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

Managing Large Scale Construction Projects: A Cognitive Perspective, Zur Shapira, New York U.

Discussant: Candace Jones, Boston College

Wednesday 10:40 am

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

Holes And Covers In Knowledge Work: Knowledge Creation Strategies In Professional Service Firms, Timothy J. Morris, London Business School; Narasimhan Anand, London Business School

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

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: Commuting, Mentoring and 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.

Engendering Inequity? An Experimental Test of Procedural Justice and Dyadic Composition as Causes of the Gender Wage Gap, Maura A. Belliveau, Duke U.; Karen S. Cool, Stanford 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. Holtom, 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, OMT) 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

Looking Forward and Looking Backward: Cognitive and Experiential Search, Daniel A. Levinthal, U. of Pennsylvania; Giovanni Gavetti, 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 Refomation 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.

Harm Doers vs. Harmed Parties: Toward an Interactive Model of Anger Driven Conflicts, Keith G. Allred, Harvard 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

	Start	Shared Program
Monday	9:00 am	271.JP: Big Five Pers. Dimensions ♦ HE: GndBall C(N) 272.JP: Service Orientation ♦ HE: GndBall D(N) 273.JP: Strategic Role of Networks ♦ HE: Columbus E/F
	10:40 am	274.JP: Goal Orientation ♦ HE: GndBall C(N) 275.JP: Pluralistic Practice ♦ HE: GndBall D(N) 276.JP: Organizational Partnerships ♦ HE: Columbus E/F
	12:20 pm	277.JP: Radical Change ♦ HE: GndBall C(N) 278.JP: Shared Cognition ♦ HE: GndBall D(N) 279.JP: Organizational Commitment ♦ HE: Columbus E/F
	2:30 pm	280.JP: Virtual Teams ♦ HE: GndBall C(N) 281.JP: Scripts and Scenarios ♦ HE: GndBall D(N) 282.JP: Outside Directors ♦ HE: Columbus E/F
	4:10 pm	283.JP: Team Effectiveness ♦ HE: GndBall C(N) 284.JP: Escalation of Commitment ♦ HE: GndBall D(N) 285.JP: Organizational Performance ♦ HE: Columbus E/F
Tuesday	8:50 am	286.JP: Dynamic Environments ♦ HE: GndBall C(N) 287.JP: Cognitive Maps ♦ HE: GndBall D(N) 288.JP: Expatriates ♦ HE: Columbus E/F
	10:30 am	289.JP: E-mail and E-commerce ♦ HE: Columbus E/F
	2:00 pm	290.JP: Balancing Work and Family ♦ HE: Columbus E/F
	3:40 pm	291.JP: Knowledge Creation & Evolution ♦ HE: GndBall C(N) 292.JP: Sensemaking and Change ♦ HE: GndBall D(N) 293.JP: Supply Chain Management ♦ HE: Columbus E/F
Wed-	9:00 am	294.JP: Job Satisfaction ♦ HE: GndBall C(N) 295.JP: Organizational Citizenship ♦ HE: GndBall D(N)
	10:40 am	296.JP: Turnover and Retention ♦ HE: GndBall C(N) 297.JP: Proc. and Dist. Justice ♦ HE: GndBall D(N)

Monday 9:00 am

271. Paper: Effects of Individual Differences: The "Big Five" Personality Dimensions

- ♦ 9:00-10:20 Hyatt East: GndBall C(N)

CAR: The Five-Factor Model of Personality and Its Relationship with Career Success, Scott E. Seibert, U. of Notre Dame; Maria L. Kraimer, U. of Illinois, Chicago
Winner of Careers Division Best Paper Award
Published in Conference Proceedings

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

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.

HR: Who Overrates or Underrates Themselves?: A Multinomial Logit Analysis, David T. Antonioni, U. of Wisconsin, Madison; Heejoon Park, U. of Wisconsin, Madison

Facilitator: Murray Barrick, Michigan State U.

272. Paper: How Can I Help You? Service Dynamics and Orientation Towards Customers

- ♦ 9:00-10:20 Hyatt East: GndBall D(N)

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

OM: The Operational Implications of Different Service Customization Strategies, Melanie Shuter, Queensland U.

of Technology, Gardens Point; Robert W Waldersee, Queensland U. of Technology, Gardens Point

MOC: Delivering Expertise: Identity and Relationship Building in Professional Services, Kate Walsh, Boston College

OMT: Tight-Loose Coupling with Customers: The Enactment of Customer Orientation, Erwin Danneels, Emory U.

Facilitator: Benjamin Schneider, U. of Maryland

273. Paper: It's All Who You Know: The Strategic Role of Networks

- ♦ 9:00-10:20 Hyatt East: Columbus E/F

BPS: Strategic Participation in Cooperative Technical Organizations: Emergence, Evolution and Effects of Informal Interfirm Networks, Lori Rosenkopf, U. of Pennsylvania; Anca Turcanu, U. of Pennsylvania; Varghese George, Rutgers U.

PNS: Changing Strategic Advice Networks During Corporatization, Stephen Teo, U. of Technology, Sydney; Michelle Parbery, U. of Western Sydney

ONE: Green Strategic Networks: A Transaction Cost and Dynamic Capability Perspective, Magali A. Delmas, U. of California, Santa Barbara

TIM: National and Global Knowledge Networks: The Relationship between Firms' Network Centrality and Innovative Strength, Jennifer W. Spencer, U. of Houston


Facilitator: Nitin Nohria, Harvard U.

Monday 10:40 am

274. Paper: Determinants and Effects of Goal Orientation

- ♦ 10:40-12:00 Hyatt East: GndBall C(N)

OB: Goal Orientation: New Directions for Contribution to Organizational Behavior, Adam Carroll, Columbia U.

MED:  Goal Orientation Grows Up: A Literature Review, Don Michael VandeWalle, Southern Methodist U.
 HR: Determinants of Goal Orientation, Lucinda Lawson, Texas A&M U., College Station
 OB: Goal Orientation as a Moderator of the Negative Effects of Gender-based Preferential Selection on Task Attitudes and Performance, Carlos Jesus Alsua, Arizona State U.; Loriann Roberson, Arizona State U.
Facilitator: Gary P. Latham, U. of Toronto

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: Making Democracy Work: Organization Development for a Pluralistic World, Ronald E. Purser, San Francisco State U.
 ODC: Collaborative Organizing: An Organizational Model for a New Paradigm, Peter J. Robertson, U. of Southern California
Facilitator: L. David Brown, Boston U.

276. Paper: **Organizational Partnerships: Structure and Performance in Joint Ventures**
 • 10:40-12:00 Hyatt East: Columbus E/F
 IM: Choice of Governance Structures in Alliance Formation: Evidence from the Japanese Biotech Industry, Nitin Pangarkar, National U. of Singapore; Sreenivas K. Rajan, National U. of Singapore
 PNS: 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

Monday 12:20 pm

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 Wischnevsky, Rutgers U.; Fariborz Damanpour, Rutgers U., Newark
 OMT: Radical Organizational Change During Institutional Upheaval, Karen L. Newman, McDonough School of Business, Georgetown U.
 PNS: A Meta Approach to Mega Scale Issues in a Large Urban School District, Susan R. Fisher, Oklahoma State U.; Martin Burlingame, Oklahoma State 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
 MC: Changing Collective Cognition, Theories in Action, Paradigms, or Schemas: A Process Model for Strategic Change, John M. Mezas, U. of Miami; Peter Grinyer, New York U.; William Guth, New York U.
 OCIS: Perspective Taking Among Distributed Workers: The Effect of Distance on Shared Mental 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
 IM: The Impact of Power Distance on the Relationship Between Participation and Organizational Commitment in Argentina, Mexico, and the United States, Carolina B. Gómez, U. of Houston; Bradley L. Kirkman, U. of North Carolina, Greensboro; Debra L. Shapiro, U. of North Carolina, Chapel Hill
 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
 ODC: Twenty-First Century Teamwork: Defining Competencies for Virtual Teams, Lisa Horvath, George Washington U.; Timothy J. Tobin, George Washington U.
 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 Cramton, George Mason U.; Sheila Simsarian Webber, George Mason U.
Facilitator: Lee Sproull, Boston U.

281. Paper: Scripts and Scenarios: Cognition in Prediction, Planning, and Project Management

- ♦ 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

ODC: Towards a Better Understanding of the Change Journey:

A Pilot Study Investigating Managers' Change Implementation Scripts, Adam Charles Morgan, U. of Technology, Sydney; Tyrone Stephan Pitsis, U. of New South Wales

MOC: 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

Published in Conference Proceedings

ENT: Director Strategic Contribution and Organizational

Performance in Entrepreneurial Firms, K. Matthew Gilley, Oklahoma State U.; Roger H. Ford, James Madison U.; Joseph E. Coombs, James Madison U.

Published in Conference Proceedings

IM: CEO Duality, Board Composition and Firm Performance:

New Evidence from China's Private Firms, Neng Liang, Loyola College, Maryland; Joanne Li, Loyola College, Maryland

ENT: Antecedents of the Adoption of Outside Boards by Small Private Firms, Mark Fiegener, U. of Puget Sound

Published in Conference Proceedings

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)

CM: High Performance Teams: Examining Optimal Conflict Profiles, Sheen S. Levine, U. of Pennsylvania; Karen A. Jehn, U. of Pennsylvania

TIM: The Determinants and Effects of Teamwork Quality in Innovative Projects: A Theoretical and Empirical Analysis, Martin Hoegl, U. of Karlsruhe; Hans Georg Gemuenden, U. of Karlsruhe

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.

MOC: The Self-Fulfilling Prophecy And Escalating

Commitment: Fuel For The Waco Fire, John C. Edwards, Southern Illinois U., Carbondale

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.

OCIS: 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.

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

Winner of Michael H. Mescon Best Empirical Paper Award
Published in Conference Proceedings

TIM: The Impact of Institutional, Commercial, and

Entrepreneurial Factors on the Performance of University Technology Transfer Organizations, Barbara A. Kuhns, U. of Houston; Robert T. Keller, U. of Houston; Robert C. Hill, U. of Houston

OB: Configurations for Improved Organizational Performance

Across Multiple Domains: The Influences of Quality of Work Life, High Involvement Work Processes, and Quality Service Approaches, Hettie A. Richardson, U. of Georgia; Robert J. Vandenberg, U. of Georgia

OM: Outsourcing and Firm Performance: The Moderating

Effects of Firm Strategy and Environmental Dynamism, K. Matthew Gilley, Oklahoma State U.; Abdul Rasheed, U. of Texas, Arlington


Facilitator: Lowell W. Busenitz, U. of Oklahoma

Tuesday 8:50 am**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.

HCA:  Using Systems Perspectives to Visualize Health Services Organizations, Jane Jorgensen, Camas Inc.; Leonard H. Friedman, Oregon State U.

TIM: Appropriative Capabilities: Facilitators and Impediments to Internal Competency Replication in Firms Operating in Dynamic Environments, Linda F. Edelman, Boston U.

Facilitator: Claudia B. Schoonhoven, U. of California, Irvine

287. Paper: Visualizing Knowledge: Contributions of Cognitive Maps

- ♦ 8:50-10:10 Hyatt East: GndBall D(N)
 - MH: Analysing the Thinking of F.W. Taylor Using Cognitive Mapping, Pierre Cossette, U. du Québec à Montréal
 - MOC: Eliciting and Comparing Cognitive Cause Maps in Large Samples, Simon A. Rodan, INSEAD / European Institute of Business Administration
 - MED: Structural Knowledge Assessment In Management Education: A Comparison of Competing Assessment Methods, Jeffrey David Tschetter, U. of Sioux Falls; Mark A. Davis, U. of North Texas
 - MED:  Visualizing and Evaluating Student Understanding of Strategic Management:: Using Cognitive Maps for Case Analysis, Steven D. Sheetz, Virginia Polytechnic Institute and State U.; Devi R. Gnyawali, Virginia Polytechnic Institute and State U.; Linda F. Tegarden, Virginia Polytechnic Institute and State U.; David P. Tegarden, Virginia Polytechnic Institute and State U.; Laura Poppo, Virginia Polytechnic Institute and State U.
- Facilitator:* Livia Markoczy, Cranfield U.

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

290. Paper: The Family in the Grey Flannel Suit: Balancing Work and Family

- ♦ 2:00-3:20 Hyatt East: Columbus E/F
- OB: Enriching or Depleting? A Theoretical Model and Empirical Test of Engagement in Work and Family, Nancy P. Rothbard, Northwestern U.

- CAR: Expanding the Dominant Model of Career Satisfaction: Effects of Work-Family Conflict, Luis L. Martins, U. of Connecticut; Kimberly-Ann Eddleston, U. of Connecticut; John F. Veiga, U. of Connecticut; Deborah L. Kidder, U. of Connecticut
 - PNS: Perceived Impacts of Family Leave Policies: Do Organizational Factors Matter?, Soonhee Kim, Grand Valley State U.
 - HR: Examining the Impact of Family-Friendly Benefits: The Role of Organizational Support Perceptions, Tammy D. Allen, U. of South Florida
- Facilitator:* Deborah M. Kolb, Simmons GSM

Tuesday 3:40 pm

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
 - OCIS: Effect of the Learning Context in Knowledge Sharing Through a Computer-Aided System, Esmeralda Garbi, Florida Atlantic U.
 - ODC: 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)
 - ODC: How do Change-Related Mental Models Differ Across Groups? A Network Study, Snehal Tijoriwala-Shah, Carnegie Mellon U.
 - ODC: How Health Care Managers Make Sense of Change: An Empirical Investigation of Organizational Change Schemas, Peter C. Diplock, Saint Joseph's U.
 - OMT: Changing Shades of Green: Institutional Pressures and Sensemaking in Corporate Environmental Reporting, Anjali Sastry, U. of Michigan; Jeffery W. Bernicke, U. of Michigan; Ryan W. Quinn, U. of Michigan; Stuart L. Hart, U. of North Carolina, Chapel Hill
 - MOC: Re-Imagining the Differentiation and Integration of Innovation Work as Heedfully 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
- OM: A Value-Chain Model of Manufacturing Systems: Capturing the Effects of Customization on Organization Design, Technology Choice, and Performance Objectives, Lynda D. Aiman-Smith, North Carolina State U.; Cecil Bozarth, North Carolina State U.; John McCreery, North Carolina State U.

ENT: Supplier Partnerships and the High-Growth Firm:

Selecting For Success, Amy Vernberg Beekman, George Mason U.; Richard B. Robinson, U. of South Carolina

CM: The Behavioral Side of Supply Chain Relationships: The Roles That Contracts and Justice Play in Satisfaction and Conflict, James R. Brown, Virginia Polytechnic Institute and State U.; Anthony T. Cobb, Virginia Polytechnic Institute and State U.; Robert F. Lusch, U. of Oklahoma

TM: The Impact of Buyer Status and Supplier Autonomy on Supplier Survival in Stable and Dynamic Networks, Glenn P. Hoetker, U. of Michigan; Will Mitchell, U. of Michigan; Anand Swaminathan, U. of California, Davis

Facilitator: Barbara Flynn, Wake Forest U.

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.

OM: Job Satisfaction And Leadership Practice Related to Safety Performance: A Case for a Manufacturing Firm, Chong W. Kim, Marshall U.; Charles T. Barady, Inco Alloy International, Inc.; Karl A. Heck, Inco Alloy International, Inc.; David R. Koepp, Inco Alloy International, Inc.; Scott R. Pinkham, Inco Alloy International, Inc.

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.

Wednesday 10:40 am**296. Paper: Closing the Revolving Door: Turnover and Retention**

- ♦ 10:40-12:00 Hyatt East: GndBall C(N)

IM: Testing the Impact of Job Search and Recruitment Source on Employee Turnover in a Maquiladora, Frank Linnehan, Drexel U.; Gary J. Blau, Temple U.

HCA: Work Experience and Opportunities: Turnover Decisions Among Medical Employees in Isreal, Rita Mano-Negrin, Haifa University; Alan Kirschenbaum, Technion, Israel Institute of Technology

OB: Person-Organization Fit: The Match Between Newcomers' and Recruiters' Preferences For Organizational Cultures, Annelies Elizabeth Van Vianen, Amsterdam university

HR: The Retention of Employees: The Role of Organizational Embeddedness, Terence R. Mitchell, U. of Washington; Brooks C. Holtom, U. of Washington; Thomas W. Lee, U. of Washington; Miriam Erez, Technion, Israel Institute of Technology; Chris J. Sablinski, U. of Washington

Facilitator: Peter W. Hom, Arizona State U.

297. Paper: The Importance of Procedural and Distributive Justice

- ♦ 10:40-12:00 Hyatt East: GndBall D(N)

ODC: Allocation Processes in Mergers and Acquisitions: An Organisational Justice Perspective, Christine Benedichte Meyer, Norwegian School of Economics and Business Administration

CM: Employment Discrimination-Claiming Behavior: The Effects of Organizational Justice, Social Guidance, and Perceived Discrimination, Barry Marc Goldman, U. of Arizona

HR: Workplace Justice, Citizenship Behavior, and Turnover Intentions in a Union Context, Samuel Aryee, Hong Kong Baptist U.; Yue Wah Chay, International Survey Research Corporation

CM: Influence and Third-Party Responsiveness: More Research on the Role of Instrumental and Non-Instrumental Voice in Fairness Perceptions, Robert Leonard Holbrook, U. of Central Arkansas

Facilitator: Rob Folger, Tulane U.