Managerial and Organizational Cognition

Program Chair: Kathleen Sutcliffe, University of Michigan
Workshop Chair: Theresa Lant, New York University

	Start	Regular Program	Shared Program
Friday	1:00 pm		**76.**ENT, MED & MOC Workshop on Creative Classroom Action ◆ HW: Ogden **79.**Practioner Series: Introduction to the Inquiry Process and Research Projects ◆ S: Gball 3
	5:00 pm		**80.**BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research ◆ HW: Horner
Saturday	8:00 am		**89.**Practioner Series: Developing and Critiquing Action Research Projects ◆ HE: Columbus C/D **90.**Three Conversations to Build T ◆ HW: Horner
	8:30 am		**100.**IAOM: Managerial Effectiveness in Latin America ◆ S: Alpine II
	10:00 am		**107.**Complexity & Management, Panels 1-2 ◆ HE: Columbus A
	10:30 am		**110.**IAOM: Competing in Latin America ◆ S: Alpine II
	1:30 pm		**118.**IAOM: Challenges & Approaches to Quality ◆ S: Alpine II
	2:00 pm		**119.**MOC/OMT: Legitimacy & Identity ◆ HE: GndBall A
	2:30 pm		**122.**Complexity & Management, Panels 3-4 ◆ HE: Columbus A
	3:00 pm		**123.**Management of the Tenure Proce ◆ S: Alpine II
	6:00 pm		**127.**IAOM: Business Meeting & Dinner ◆ S: Alpine II
	6:30 pm		**128.**Reception for Practitioner Ser ◆ HE: Columbus C/D
Sun-	8:00 am		**132.**Launching an Academic-Practiti ◆ HE: Columbus C/D
	8:30 am	**642.**MOC: Cognition in the Rough - ◆ HW: Horner **643.**Cognition in the Rough - Docto ◆ HW: Burnham	**137.**MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations ◆ S: Engleberg **179.**Identity Markers ◆ HW: Water Tower
Monday	8:40 am	**644.**Division Welcome ◆ HW: Picasso	
	9:00 am	**645.**P: Unleashing Knowledge ◆ HW: Picasso	**272.**JP: Service Orientation ◆ HE: GndBall D(N) **208.**JS: Cognition and TMTs ◆ HW: Comiskey
	10:40 am	**646.**P: Managers' Backgrounds and SID ◆ HW: Picasso	**305.**IP: Enactment & Expectancies ◆ HE: Wacker West (3)
	12:20 pm	**647.**P: Expectancies and Illusions ◆ HW: Picasso	**278.**JP: Shared Cognition ◆ HE: GndBall D(N) **218.**JS: Change and Feminism Journeys ◆ HE: GndBall E
	2:30 pm		**280.**JP: Virtual Teams ◆ HE: GndBall C(N) **281.**JP: Scripts and Scenarios ◆ HE: GndBall D(N) **222.**JS: Individual Differences In Perc ◆ HE: GndBall B **224.**JS: Cognitive Strategic Groups (K) ◆ HE: GndBall F
	4:10 pm		**284.**JP: Escalation of Commitment ◆ HE: GndBall D(N) **229.**JS: Spirituality at Work ◆ HE: GndBall F **230.**JS: Causal Mapping Tutorial ◆ HW: Picasso
Tuesday	8:30 am		**339.**IP: Selection & Appraisal ◆ HE: Wacker West (1) **190.**Cognition's Evolution (K) ◆ HW: Water Tower
	8:50 am		**287.**JP: Cognitive Maps ◆ HE: GndBall D(N)
	10:30 am	**648.**P: Thinking and Learning ◆ HW: Picasso	
	2:00 pm	**649.**P: Cognitive Systems and Change ◆ HW: Picasso	**246.**JS: Re-thinking What We Think ◆ S: Gball 3 **350.**IP: Groups: Composition & Process ◆ HE: Wacker West (2)
	3:40 pm	**650.**The Complexity Advantage ◆ HW: Picasso	**292.**JP: Sensemaking and Change ◆ HE: GndBall D(N)
	5:50 pm	**651.**M: Business Mtng, Awards, Social ◆ HW: Picasso	
Wed	8:30 am	**652.**P: Cognitive Processes: New Links ◆ HW: Picasso	**252.**JS: Self-Efficacy ◆ HE: Columbus E/F
	10:40 am		**367.**IP: Managerial Knowledge ◆ HE: Wacker West (4)
	12:20 pm		**267.**JS: Social Identification ◆ HE: GndBall E

Sunday 8:30 am

642. MOC: Cognition in the Rough - Faculty Workshop

◆ 8:30-12:00 Hyatt West: Horner

A Workshop for Research in Managerial and Organizational Cognition.

Organizers: Cindy Emrich, Purdue U.; Margaret D. Gorman, George Washington U.

Facilitators: Robert Lord, U. of Akron; Linda Argote, Carnegie Mellon U.; Neal M. Ashkanasy, U. of Queensland; Michel Bougon, Bryant College; Andrea J. Casey, George Washington U.; Colin Eden, U. of Strathclyde; Jack Feldman, Georgia Institute of Technology; Dennis A. Gioia, Pennsylvania State U.; Mary Jo Hatch, Cranfield U.; Lynn Isabella, U. of Virginia; Gerry Johnson, Cranfield U.; Theresa K. Lant, New York U.; Frances J. Milliken, New York U.; Joseph F. Porac, U. of Illinois, Urbana-Champaign; Rhonda K. Reger, U. of Maryland; Majken Schultz, Copenhagen Business School; David Schwandt, George Washington U.; Sim B. Sitkin, Duke U.; Dov Eden, Tel Aviv U.

643. Cognition in the Rough - Doctoral Student Workshop

◆ 8:30-12:00 Hyatt West: Burnham

A workshop for research in Managerial Cognition. Preregistration required

Organizers: Margaret D. Gorman, George Washington U.; Cindy Emrich, Purdue U.

Facilitators: Andrea J. Casey, George Washington U.; Dov Eden, Tel Aviv U.; Jack Feldman, Georgia Institute of Technology; Linda Argote, Carnegie Mellon U.; Neal M.

Ashkanasy, U. of Queensland; Michel Bougon, Bryant College; Robert Lord, U. of Akron; Colin Eden, U. of Strathclyde; Dennis A. Gioia, Pennsylvania State U.; Mary Jo Hatch, Cranfield U.; Lynn Isabella, U. of Virginia; Gerry Johnson, Cranfield U.; Theresa K. Lant, New York U.; Frances J. Milliken, New York U.; Joseph F. Porac, U. of Illinois, Urbana-Champaign; Rhonda K. Reger, U. of Maryland; Majken Schultz, Copenhagen Business School; David Schwandt, George Washington U.; Sim B. Sitkin, Duke U.

Monday 8:40 am

644. Division Welcome
- 8:40-9:00 Hyatt West: Picasso

Program Chair: Kathleen M. Sutcliffe, U. of Michigan

Monday 9:00 am

645. Paper: **Unleashing Knowledge in Organizations: Managers as Creative Theorists**
- 9:00-10:20 Hyatt West: Picasso

Chair: Frances J. Milliken, New York U.

Ordinary Theorists in the Chocolate Industry, Roland Georges Calori, EM LYON

Organizational Dynamics, Issue Importance, and Creativity in Problem Solving, Jennifer L. Palmer, U. of Tennessee, Knoxville; Kelly G. Shaver, College of William and Mary

Knowledge Conceptualisation as a Determinant of Organisational Unlearning Goals: An Empirical Study, Kate M. Andrews, Queensland U. of Technology; Brian L. Delahaye, Queensland U. of Technology

Discussant: Zur Shapira, New York U.

Monday 10:40 am

646. Paper: **Managers' Backgrounds and Strategic Decision Processes:Fine-Tuning What We Know**
- 10:40-12:00 Hyatt West: Picasso

Chair: Dale Rude, U. of Houston

The Impact of Functional Issue Classification on Managerial Decision Processes: A Study in the Telecommunications Industry, Philip Gerald Bayster, Bell Communications Research; Cameron M. Ford, U. of Central Florida
Published in Conference Proceedings

The Influence of Occupational Experience on the Comprehensiveness of Strategic Decision Making , Kevin H. Steensma, Pennsylvania State U., U. Park; Theodore L. Liberti, Pennsylvania State U., U. Park

The Role of Managerial Charactheristics in Strategic Issue Diagnosis: A Study of the Influence of Cognitive and Demographic Factors on Managers' Threat and Opportunity Interpretation, Causal Understanding and Data Search, Bård Kuvaas, Norwegian School of Management; Geir Kaufmann, Norwegian School of Management

Discussant: John Stuart Bunderson, Washington U.

Monday 12:20 pm

647. Paper: **Positive Expectancies, Illusions of Control, and Overconfidence as Influences on Performance**
- 12:20-2:10 Hyatt West: Picasso

Chair: Karen Thompson, State U. of New York at Buffalo

The Influence of Positive-affect on Expectancy Motivation: Integrating Affect and Cognition into Motivation Theories, Amir Erez, U. of Florida; Alice M. Isen, Cornell U.; Christopher P. Purdy, U. of Florida
Published in Conference Proceedings

Trading on Illusions: Unrealistic Perceptions of Control, and Trading Performance, Mark Fenton-O'Creevy, Open U.; Nigel Nicholson, London Business School; Emma Soane, London Business School; Paul Willman, London Business School

The Impact of Positive Illusions on Performance, Mark D. Cannon, Vanderbilt U.

The Effects of Overconfidence on the Performance of Product Introductions: Evidence from an Exploratory Field Study, Mark Simon, Oakland U.; Susan M. Houghton, Georgia State U.; Sonia Savelli, Oakland U.

Discussant: Mary Ann Glynn, Emory U.

Tuesday 10:30 am

648. Paper: **Shaping Thinking, Learning, and Knowledge Generation**
- 10:30-11:50 Hyatt West: Picasso

Chair: Andrea J. Casey, George Washington U.

Switching Cognitive Gears Between Automatic and Conscious Thinking: Drawing Lessons From Successful vs. Failed Events, Shmuel Ellis, Tel Aviv U.; Inbar Daniel, Tel Aviv U.
Winner of MOC Division Best Paper Award
Published in Conference Proceedings

The Evolution of Search Strategies for Knowledge by Organizations, Leyland Lucas, Rutgers U., Newark; dt ogilvie, Rutgers U.

Information Cues and Decision Making: The Effects of Learning, Momentum, and Social Comparison in Competing Teams, Theresa K. Lant, New York U.; Patricia F. Hewlin, New York U.

Discussant: Ray Aldag, U. of Wisconsin

Tuesday 2:00 pm

649. Paper: **Cognitive Systems, Transitions, and Change in a Pluralistic World**
- 2:00-3:20 Hyatt West: Picasso

Chair: Jan E. Bouwen, K.U. Leuven

A Cognitive Model of Firm and Industry Level Strategic Change, Frank C. Schultz, U. of Minnesota

Forms, Frames and Fit: Managing Transitions in Organizational Sense-making in a Pluralistic World, Terance J. Wolfe, California State U., Northridge; Mingfang Li, California State U., Northridge

Markets as Cognitive Systems: Identities and Equivocality in the US Minivan Market 1982-1988, Joseph F. Porac, U. of Illinois, Urbana-Champaign; Jose Antonio Rosa, U. of Illinois, Urbana-Champaign; Yuri Mishina, U. of Illinois, Urbana-Champaign; Jelena Spanjol, U. of Illinois, Urbana-Champaign

Discussant: Margarethe F. Wiersema, U. of California, Irvine

Tuesday 3:40 pm

650. Distinguished Speaker: The Complexity Advantage
- 3:40-5:00 Hyatt West: Picasso

Susanne Kelly, Vice President and Research Director of Complexity and Organizational Technology at Citigroup will discuss her

experiences with managing complexity, documented in her recent book titled The Complexity Advantage.
Welcomer: Neal M. Ashkanasy, U. of Queensland
Speaker: Susanne Kelly, Citigroup

Tuesday 5:50 pm

651. Meeting: **Business Meeting, Best Paper Awards, and Social Hour**

- 5:50-7:30 Hyatt West: Picasso

Award Recipients Include: Best Paper Award to Shmuel Ellis and Inbar Daniel of Tel Aviv University. Best Student Co-authored Paper Award to David Brandon and Michael Pratt of U. of Illinois. Service awards also will be presented.
Division Chair: Lynn Isabella, U. of Virginia

Wednesday 8:30 am

652. Paper: **Cognitive Processes: Ignored Factors and New Linkages**

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

Chair: Peter Allen Stanwick, Auburn U.
One Foot in Each Camp: The Dual Identification of Contract Workers, Elizabeth George, U. of Queensland; Prithviraj Chattopadhyay, U. of Queensland
A Laboratory Experiment Testing the Antecedents of Leader Cognitions, Vicki L. Goodwin, U. of North Texas; Jerry C. Wofford, U. of Texas, Arlington; Nancy Boyd, U. of North Texas
Normative Cognitive Maps, Harold E. Klein, Temple U.
Discussant: Pamela S. Barr, Georgia State U.