### Organization and Management Theory

**Program Chair:** Joseph Porac, University of Illinois, Urbana-Champaign

**Workshop Chair:** Eric Abrahamson, Columbia U.

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Sunday 9:00 am

707. Teaching Workshop: Sharing Resources for Managing Experiential Learning
   - 9:00-12:00 Hyatt East: GndBall B
Organizer: Paul A. Fouts, Golden Gate U.
Presenters: Anne H Reilly, Loyola U.; Tracy Thompson, U. of Washington, Tacoma; Robert F. Dennehy, Pace U.; Cheryl Harvey, Wilfrid Laurier U.; Kim Morouney, Wilfrid Laurier U.; David M. Boje, New Mexico State U.; Grace Ann Rosile, New Mexico State U.; Ronald R. Sims, College of William and Mary

Sunday 10:00 am

708. OMT: Perspectives on the Knowledge Industry
   - 10:00-12:00 Hyatt East: GndBall A
Organizer: Christopher Davis McKenna, Johns Hopkins U.

Monday 9:00 am

709. OMT Welcome and 1999 Distinguished Scholar Award and Invited Address
   - 9:00-10:20 Hyatt East: Columbus I/J
Division Welcome: Joseph F. Porac, U. of Illinois, Urbana-Champaign
Chair: Eric Abrahamson, Columbia U.
Speaker: C. R. Hinings, U. of Alberta

Monday 10:40 am

710. Paper: Communities of Practice in Shaping Knowledge Creation in Organizations (Knowledge)
   - 10:40-12:00 Hyatt East: Columbus G
Chair: Thekla . Rura-Polley, U. of Technology, Sydney
Communities of Practice in a High-Technology Firm: The Impact of Internal and External Sources of Knowledge on Individual Performance. Robin Teigland, Institute of International Business; Julian Birkinshaw, London Business School
Creating Shared Meaning Across Occupational Communities: An Ethnographic Study of a Production Floor. Beth A. Bechky, U. of Pennsylvania
Winner of the Sage-Louis R. Pondy Best Dissertation-Based Paper Award
Knowledge Management of Management Scholars:
   - Pluralism, Collaboration, and Knowledge Productivity. Paul F. Skilton, Arizona State U.; William H. Glick,
   - Arizona State U., Main; Robert M. Wiseman, Michigan State U.
Discussant: John Seely Brown, Xerox, Palo Alto Research Center

711. Paper: Ambiguity, Sensemaking, and Managerial Improvisation (Knowledge)
   - 10:40-12:00 Hyatt East: Columbus I/J
Chair: dt ogilvie, Rutgers U.
Learning, Ambiguity, and the Myths of Management. Jerker C. Denrell, Institute of International Business
Nonsensemaking in Organizations: An Exploratory Theoretical Framework. Sally Maitlis, U. of Sheffield; Thomas B. Lawrence, U. of Victoria
Improvisation: A Theoretical Model of its Dimensions, Antecedents, Outcomes, and Moderating Variables. Dusya M. Vera, U. of Western Ontario, Ivey School of Business; Mary M. Crossan, U. of Western Ontario, Ivey School of Business
Discussant: Frances J. Milliken, New York U.

712. Paper: The Process of Institutionalization (Institutions)
   - 10:40-12:00 Hyatt East: Columbus K/L
Chair: Tiffany L. Galvin, U. of Texas, Dallas
Memetics: An Evolutionary Perspective on the Institutionalization Process. Patrick L. Schultz, Texas Tech U.
Facade and Means to Control - The Use of ISO 9000 Standards in For-Profit-Organizations. Peter Walgenbach, U. of Mannheim
The Reflection of Institutional Myths in the Structuring of a National Medical Research Initiative. Judith Birdsell, Alberta Heritage Foundation for Medical Research; Pushkala Prasad, Lund U.; Wilfred Zerbe, U. of Calgary
Discussant: Pamela S. Tolbert, Cornell U.

Monday 12:20 pm

713. Paper: The Content and Consequences of Interorganizational Networks (Networks)
   - 12:20-2:10 Hyatt East: Columbus G
Chair: Ha T. Hoang, Case Western Reserve U.
Interorganizational Networks and Social Structure: Status Groups in the Population of Canadian Business Schools. Robert J. David, Cornell U.
Learning Through Networks: Effects of Partner Experience on Acquisition Premiums. Pamela Haunschild, Stanford U.; Christine M. Beckman, Stanford U.
Published in Conference Proceedings
The Exchange of Experience in a Moral Economy: Embedded Ties and Vicarious Learning in Kibbutz Agriculture, Paul Ingram, Columbia U.; Tal Simons, Tel Aviv U. Published in Conference Proceedings

The Impact of Illegal/Unethical Corporate Behavior on Interorganizational Networks, Bilian Ni, Stanford U.; Pamela Haunschild, Stanford U.; Karen L. Page, Stanford U.

Discussant: Mark S. Mizruchi, U. of Michigan

714. Paper: The Dynamics of Knowledge Within Organizations (Knowledge)
- 12:20-2:10 Hyatt East: Columbus I/J
Chair: Jacqueline Meszaros, U. of Washington, Bothell
Exploring Inflows of Knowledge into Subunits of MNCs: A Relevance Theory Perspective, Martin Schulz, U. of Washington
Learning to Build a Car: An Empirical Investigation of Organizational Learning, Gary A. Mischke, U. of Manitoba; Bruno Dyck, U. of Manitoba; Frederick Starke, U. of Manitoba; Michael K. Mauws, U. of Alberta
Discussant: Bruce Kogut, U. of Pennsylvania

715. Paper: Acquisitions, Divestitures, and Corporate Control
- 12:20-2:10 Hyatt East: Columbus K/L
Chair: Marc-David L. Seidel, U. of Texas, Austin
Managerial Hierarchies, Market Control, and the Risk of Organizational Disbanding, Patricia H. Thornton, Duke University; William Ocasio, Northwestern U.
Structural Embeddedness and The Market for Corporate Control, Mikolaj Jan Piskorski, Harvard U.
Discussant: Donald A. Palmer, U. of California, Davis

Monday 2:30 pm

716. Paper: Inciting and Managing Organizational Change
- 2:30-3:50 Hyatt East: Columbus G
Chair: Anjali Sastry, U. of Michigan
Local Rule Theory: An Ecological Model of Organizational Stability and Change, Tim Haslett, Monash U.; Charles Osborne, Monash U.
Organizational Portfolio Theory: Performance-Driven Organizational Change, Lex Donaldson, The University of New South Wales
Explaining the Likelihood of Organizational Change: A Cognitive-Behavioral Theory Perspective, Jerayr

Monday 4:10 pm

717. Theme: Whither OT? Issues and Dilemmas Challenging Organizational Analysis
- 2:30-3:50 Hyatt East: Columbus I/J
Co-Chairs: Laurie P. Milton, U. of Calgary; Janice L. Thomas, U. of Calgary
C. R. Hinings, U. of Alberta
Doing Organizational Science, Karen Golden-Biddle, U. of Alberta; Karen D. Locke, College of William and Mary; Trish Reay, U. of Alberta
New Challenges for Organization Research and Theory, Janice M. Beyer, U. of Texas, Austin
Reflecting on the Future of Processual Research, C. R. Hinings, U. of Alberta
Discussant: Paul M. Hirsch, Northwestern U.

718. Paper: Institutional Entrepreneurs and the Creation of New Organizational Forms (Institutions)
- 2:30-3:50 Hyatt East: Columbus K/L
Chair: Henrich R. Greve, U. of Tsukuba
Social Movement Theory and the Evolution of New Organizational Forms, Anand Swaminathan, U. of California, Davis; James B. Wade, U. of Illinois, Urbana-Champaign

Discussant: Frank R. Dobbin, Princeton U.

Informal Networks, Social Control, and Third Party Cooperation, Martin Gargiulo, INSEAD

Monday 4:10 pm

719. Paper: Intraorganizational Networks in Action (Networks)
- 4:10-5:30 Hyatt East: Columbus G
Chair: Giuseppe Labianca, Tulane U.

Discussant: Anjali Sastry, U. of Michigan

Informal Networks, Social Control, and Third Party Cooperation, Martin Gargiulo, INSEAD
On the Shape of Informal Organizations, Reed E. Nelson, Southern Illinois U.
Discussant: David Krackhardt, Carnegie Mellon U.

**720.** Symposium: *The Emergence of New Organizational Forms (Institutions)*
- 4:10-5:30 Hyatt East: Columbus I/J
**Chairs:** Heather A. Haveman, Cornell U./Columbia U.; Robert J. David, Cornell U.

**721.** Paper: *Macrocultural Processes in Organizational Fields (Knowledge)*
- 4:10-5:30 Hyatt East: Columbus K/L
**Chair:** Suzanne M. Carter, U. of Notre Dame

**722.** Meeting: OMT Business Meeting and Social Hour
- 5:40-7:00 Hyatt East: Columbus K/L
**Chair:** Christine Oliver, York U.

**Monday 5:40-7:00 pm**

**723.** Symposium: *Competition Among Organizations as Industries Evolve*
- 8:30-10:10 Hyatt East: Columbus G
**Chair:** William P. Barnett, Stanford U.
**Organizer:** Aimee-Noelle Swanson, Stanford U.
Competition Among Organizations As Industries Evolve, Aimee-Noelle Swanson, Stanford U.; William P. Barnett, Stanford U.

**Tuesday 8:30 am**

**724.** Paper: *Trust and Transactional Networks at the Buyer-Supplier Interface (Networks)*
- 8:30-10:10 Hyatt East: Columbus I/J
**Chair:** Martin Gargiulo, INSEAD
Making and Acting Upon Trustworthiness Assessments in Buyer-Supplier Relations, David W. Allison, U. of Michigan

**725.** Paper: *Managerial Fads and the Adoption of New Ideas for Organizing (Knowledge)*
- 8:30-10:10 Hyatt East: Columbus K/L
**Chair:** John M. Mezias, U. of Miami
"In Search of Excellence": Fads, Success Stories, and Communication Bias, David Strang, Stanford U.; Michael W. Macy, Cornell U.

**Tuesday 10:30 am**

**726.** Paper: *The Structure and Distribution of Knowledge in Organizations (Knowledge)*
- 10:30-11:50 Hyatt East: Columbus G
**Chair:** Charles Galunic, INSEAD
The Cognocratic Organization: Towards a Knowledge Theory of the Firm, Filipe M. Santos, Stanford U.


Tuesday 3:40 pm

- 3:40-5:00 Hyatt East: Columbus I/J
Chair: Richard S. Menars, U. of Washington
The Circulation of Elites: A Trickle-Up Theory, Linda Brewster Stearns, U. of California, Riverside
Class, Corporate Elites, and Corporate Behavior, Donald A. Palmer, U. of California, Davis
Financial Markets and Classes in Late Capitalism, Gerald F. Davis, U. of Michigan
Institutional Shortcomings: Negotiating Hegemony in the Climate Change Negotiations, David L. Levy, U. of Massachusetts, Boston
Discussants: G. William Domhoff, U. of California, Santa Cruz; Walter R. Nord, U. of South Florida

733. Paper: Strategy, Structure, and Organizational Environments
- 3:40-5:00 Hyatt East: Columbus K/L
Chair: Dwight K. Lemke, James Cook U.
Measuring the Concept of Contingency Fit in Organizational Research: Theoretical Advances and New Empirical Evidence from China, Kai A. Schlevogt, Harvard U.; Lex Donaldson, The University of New South Wales
Contrasting Organizational Learning and Contingency Theory: A Study of the Interaction Effects of Formalization and Uncertainty on Performance, Ofer Meilich, Washington U.
Organization and Management in the Versatile Project-based Organization, John Rodney Turner, Erasmus U., Rotterdam; Anne Keegan, Erasmus U., Rotterdam
Discussant: William H. Glick, Arizona State U., Main

Wednesday 8:30 am
734. Paper: What is Social Capital Worth? (Networks)
- 8:30-10:20 Hyatt East: Columbus I/J
Chair: Raymond T. Sparrowe, Cleveland State U.
Social Capital: The Good, the Bad, and the Ugly, Paul S. Adler, U. of Southern California; Seok-Woo Kwon, U. of Southern California
An Integrated Examination of the Public and Private Good Aspects of Human and Social Capital, Melvin L. Smith, U. of Pittsburgh
Supervision and Social Capital, Mindy W. Douthit, U. of Chicago
Discussant: James B. Wade, U. of Illinois, Urbana-Champaign

735. Symposium: Empirical Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA)
- 8:30-10:20 Hyatt East: Columbus K/L
Chair: Arie Y. Lewin, Duke U.
IT Enabled on Organizations and Performance: U. S. General Merchandising Industry (1980-1997), Starling D. Hunter, Massachusetts Institute of Technology
From Hierarchy to Market: Co-evolution of New Forms of Organizing in the German Automotive and Chemical Industry, Hannes Utikal, U. of Cologne; Oda Schliebusch, U. of Cologne; Ludwig Theuvsen, U. of Cologne
Comparative Analysis of Korean and German Argumentation Rationality of Strategic Decisions, Dong-Sung Cho, Seoul National U.; Axel von Werder, Technical U. of Berlin
Discussant: Frans A. J. van den Bosch, Erasmus U., Rotterdam

Wednesday 9:00 am
736. Paper: Identities and Identification in Organizational Processes
- 9:00-10:20 Hyatt East: Columbus G
Chair: Celia V. Harquail, U. of Virginia
A Process Model of Organizational Identity, Mary Jo Hatch, Cranfield U.; Majken Schultz, Copenhagen Business School
Beyond Collective Organizational Identity: Empirical Evidence for Multiple Subidentities, Loren T. Gustafson, Seattle Pacific U.; Rhonda K. Reger, U. of Maryland
Boundary Management in New Product Teams: A Replication and Extension, Susanne G. Scott, U. of Massachusetts, Dartmouth
Discussant: Stuart Albert, Massachusetts Institute of Technology

Wednesday 10:40 am
737. Paper: Defining and Measuring Uncertainty in Organizational Environments
- 10:40-12:00 Hyatt East: Columbus G
Chair: Amy B. Hietapelto, Michigan Technological U.
Executive Perceptions of Environmental Uncertainty Sources: A Taxonomy, Richard L. Priem, U. of Texas, Arlington; Leonard G. Love, U. of Texas, Arlington; Margaret A. Shaffer, Hong Kong Polytechnic U.
Published in Conference Proceedings
Divergence Between Informant and Archival Measures of the Environment: Real Differences, Artifact, or Perceptual Error?, Mousumi Bhattacharya, Syracuse U.; Kathleen K. Wheatley, Syracuse U.; D. Harold Doty, Syracuse U.

*Discussant:* Philip Bromiley, U. of Minnesota

**739.** Paper: The Contours of Organizational Culture
- 10:40-12:00 Hyatt East: Columbus I/J
- *Chair:* Aneil K. Mishra, Wake Forest U.

A Proposed Model of Total Quality Culture in Organizations, James R. Detert, U. of Minnesota; Roger Schroeder, U. of Minnesota; John Mauriel, U. of Minnesota

Disentangling Subcultures: The Differentiated Influence of Societal and Organizational Factors, Danna N. Greenberg, Boston College

Social Differentiation and Cultural Convergence as Competing and Co-existing Organizational Processes, Ruth A. Anderson, Duke U.; Charlene A. Allred, Duke University; Sue Owensby; Reuben R. McDaniel, U. of Texas, Austin

*Discussant:* Susan C. Schneider, HEC, Geneva