

# Organization and Management Theory

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

Workshop Chair: Eric Abrahamson, Columbia U.

	Start	Regular Program	Shared Program
<b>Friday</b>	5:00 pm		80.BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research ♦ HW: Horner 81.Critical Mgmt. Doctoral Workshop ♦ HW: Dusable
	6:00 pm		84.OB/OMT Junior Faculty Consorti ♦ HW: Water Tower 85.Reception for the New Doctoral ♦ S: Gball I 86.OB/ODC/OMT Doctoral Consortium ♦ OS: Loyola U.
<b>Saturday</b>	7:30 am		87.Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		90.Three Conversations to Build T ♦ HW: Horner 91.Critical Management Studies: P ♦ HW: Columbian 92.Critical Management Studies: ♦ HW: Buckingham 93.Critical Management Studies: P ♦ HW: Comiskey 95.New Doctoral Student Consortiu ♦ S: Gball I
	8:30 am		100.IAOM: Managerial Effectiveness in Latin America ♦ S: Alpine II
	9:00 am		102.OB/ODC/OMT Doctoral Consortium ♦ HE: Columbus E/F 106.OB/OMT Junior Faculty Consorti ♦ HW: Water Tower
	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 121.OCIS & OMT: Working Collaboratively Across Intranets and Internet ♦ OS: See Contact
	3:00 pm		123.Management of the Tenure Proce ♦ S: Alpine II
	4:00 pm		125.Critical Management Studies: P ♦ HW: Comiskey
	6:00 pm		126.OB/OMT/BPS Junior Faculty Cons ♦ HW: Water Tower 127.IAOM: Business Meeting & Dinner ♦ S: Alpine II
<b>Sunday</b>	6:30 pm		130.Critical Management Studies: ♦ HW: Comiskey
	7:30 am		131.Critical Management Studies: B ♦ HW: Comiskey
	8:00 am		133.BPS & OMT: The Craft of Review ♦ HW: Toronto
	8:30 am		137.MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations ♦ S: Engleberg
	9:00 am	707.OMT Teaching Workshop ♦ HE: GndBall B	142.Critical Management Studies: ♦ HW: Columbian 143.Critical Management Studies: P ♦ HW: Buckingham 144.OB/OMT Junior Faculty Consorti ♦ HW: Water Tower 145.Critical Management Studies: P ♦ HW: Comiskey 146.OB/ODC/OMT Doctoral Consortium ♦ HW: Regency Ball A(S)
	10:00 am	708.OMT: Perspectives on the Knowl ♦ HE: GndBall A	
<b>Monday</b>	8:30 am		179.Identity Markers ♦ HW: Water Tower
	9:00 am	709.OMT Scholar Award ♦ HE: Columbus I/J	272.JP: Service Orientation ♦ HE: GndBall D(N) 205.JS: Organization Culture Research ♦ HE: GndBall B 206.JS: Errors in Organizations ♦ HE: GndBall E 207.JS: Managing Growth ♦ HE: GndBall F 211.JS: Ghosts of Academies Past, Pres ♦ S: Gball I
	10:40 am	710.P: Communities of Practice (K) ♦ HE: Columbus G 711.P: Ambiguity and Sensemaking (K) ♦ HE: Columbus I/J 712.P: Institutionalization (I) ♦ HE: Columbus K/L	275.JP: Pluralistic Practice ♦ HE: GndBall D(N) 214.JS: Time and Organizations ♦ HE: GndBall F 303.IP: Executive Issues ♦ HE: Wacker West (1) 306.IP: Organizational Forms ♦ HE: Wacker West (4)
	12:20 pm	713.P: Interorganization networks(N) ♦ HE: Columbus G 714.P: Knowledge Dynamics (K) ♦ HE: Columbus I/J 715.P: Corporate Control ♦ HE: Columbus K/L	277.JP: Radical Change ♦ HE: GndBall C(N) 183.Constructing Markets ♦ HW: Water Tower 220.JS: Virtuality and work ♦ HW: Comiskey
	1:00 pm		184.Weick & Waterman on Change ♦ HW: Regency Ball D(N)
	2:30 pm	716.P: Organizational Change ♦ HE: Columbus G 717.T: Whither OT? ♦ HE: Columbus I/J 718.P: Institution Entrepreneurs (I) ♦ HE: Columbus K/L	282.JP: Outside Directors ♦ HE: Columbus E/F 224.JS: Cognitive Strategic Groups (K) ♦ HE: GndBall F 187.Organizational Discourse ♦ HW: Regency Ball D(N) 316.IP: Strategic Human Resources ♦ HE: Wacker West (4)
	4:10 pm	719.P: Intraorganization Networks (N) ♦ HE: Columbus G 720.S: New Organizational Forms (I) ♦ HE: Columbus I/J 721.P: Macrocultural processes (K) ♦ HE: Columbus K/L	228.JS: Managing Knowledge (K) ♦ HE: GndBall E 189.Corp. Govern. in Plural World ♦ HW: Regency Ball D(N)
	5:40 pm	722.M: OMT Business Meeting & Social ♦ HE: Columbus K/L	
	8:30 am	723.S: Competition in industries ♦ HE: Columbus G 724.P: Buyer-Seller Networks(N) ♦ HE: Columbus I/J 725.P: Managerial Fads(K) ♦ HE: Columbus K/L	190.Cognition's Evolution (K) ♦ HW: Water Tower 340.IP: Recent Developments in Theory ♦ HE: Wacker West (2) 343.IP: Culture and Control in HCOs ♦ HE: Wacker West (5)
	8:50 am		286.JP: Dynamic Environments ♦ HE: GndBall C(N)
<b>Tuesday</b>	10:30 am	726.P: Structure of knowledge (K) ♦ HE: Columbus G 727.P: Corporate Governance ♦ HE: Columbus I/J 728.P: Institution Transformation (I) ♦ HE: Columbus K/L	344.IP: Alliances & Stakeholders ♦ HE: Wacker West (1)
	2:00 pm	729.P: Peripheral Workers ♦ HE: Columbus G 730.P: Interorganization Alliances(N) ♦ HE: Columbus I/J 731.P: Market Mediators ♦ HE: Columbus K/L	193.Replicating Knowledge (K) ♦ HW: Water Tower 194.S: Institutional Change (I) ♦ HW: Regency Ball D(N)

	3:40 pm	732.P: Market Dynamics ♦ HE: Columbus G 733.S: Social Class and Strategy ♦ HE: Columbus I/J 734.P: Structure and Environment ♦ HE: Columbus K/L	292.JP: Sensemaking and Change ♦ HE: GndBall D(N)
Wednesday	8:30 am	735.P: Social capital(N) ♦ HE: Columbus I/J 736.S: Results from NOFA ♦ HE: Columbus K/L	253.JS: Pluralism and Work ♦ HE: GndBall B 254.JS: Competitive Dynamics (I) ♦ HE: GndBall E
	9:00 am	737.P: Identities and Organizing ♦ HE: Columbus G	
	10:40 am	738.P: Environmental Uncertainty ♦ HE: Columbus G 739.P: Organizational Culture ♦ HE: Columbus I/J	259.JS: Knowledge in Service Firms (K) ♦ HE: Columbus K/L 260.JS: Rationalism and Pluralism ♦ HE: GndBall B 367.IP: Managerial Knowledge ♦ HE: Wacker West (4)
	12:20 pm		268.JS: Organizational Capabilities (K) ♦ HE: GndBall F 203.Path Dependence and Creation ♦ HW: Regency Ball D(N)

### 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.

*Presenters:* Lars Engwall, Uppsala U.; James O'Shea, The Chicago Tribune; Denis St. Martin, Carleton U.; Mauro F. Guillen, Princeton/U. of Pennsylvania; Donald Jacobs, Northwestern U.; John R. Landry, Harvard Business Review

### 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 Welcomer:* 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 Practise 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.

*Learning Along the Way: A Case Study of Population Level*

*Learning Processes in Job Design*, Lisa E. Cohen, U. of California, Berkeley

*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  
Knowledge Dynamics: Reconciling Competing Hypotheses of Knowledge Flow, Anne Marie Knott, U. of Pennsylvania; Bill McKelvey, U. of California, Los Angeles

Exploring Inflows of Knowledge into Subunits of MNCs: A Relevance Theory Perspective, Martin Schulz, U. of Washington

Competing for Attention: The Challenge of Sharing Knowledge in an Information-rich Organization, Morten T. Hansen, Harvard U.; Martine R. Haas, Harvard U.

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

Adaptive Adjustments: An Interorganizational Extension of the Principle of Minimum Intervention, Kurt A. Heppard, U. S. Air Force Academy; Christine S. Koberg, U. of Colorado, Boulder

Antitrust and the Market for Corporate Control: Railroad Acquisitions, 1825-1922, Frank R. Dobbin, Princeton U.; Timothy Dowd, Emory U.

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

Haleblian, U. of California, Riverside; Nandini Rajagopalan, U. of Southern California  
Managerial Action and Personal Control in the Implementation of Planned Change, David Partington, Cranfield U.

*Discussant:* John R. Kimberly, U. of Pennsylvania / INSEAD

**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

Published in Conference Proceedings

Institutional Entrepreneurs: Engineers, Catalysts and Innovators, Silvia Dorado, McGill U./ Radcliffe Public Policy Institute

Let the Children Play: Interorganizational Entrepreneurship and Children Programming in the Middle East, Benson L. Honig, Haifa University; Joseph Lampel, U. of Nottingham

The Social Structure of Entrepreneurial Activity: Geographic Concentration of Footwear Production in the U.S., 1940-1989, Olav Sorenson, U. of Chicago; Giuseppe Audia, London Business School

*Discussant:* Frank R. Dobbin, Princeton U.

**Monday 4:10 pm**

**719.** Paper: **Intraorganizational Networks in Action (Networks)**

- 4:10-5:30 Hyatt East: Columbus G

*Chair:* Giuseppe Labianca, Tulane U.

Too Much of A Good Thing? Social Networks, Influence Behaviors, and Team Performance, Morten T. Hansen, Harvard U.; Jeffrey Pfeffer, Stanford U.; Joel Podolny, Stanford U.

Published in Conference Proceedings

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

Published in Conference Proceedings

Sponsorship: A Blessing and a Curse, Raymond T. Sparrowe, Cleveland State U.; Robert C. Liden, U. of Illinois, Chicago

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.

Heterogeneity vs. Homogeneity in a New Organizational Form: Magazine-Publishing Companies in America,  
Heather A. Haveman, Cornell U./Columbia U.

The Institutionalization of the Management Consulting Industry, Robert J. David, Cornell U.

Exploration and Firm Survival in the Early U.S. Bicycle Industry, Anand Swaminathan, U. of California, Davis;  
Glen Dowell, U. of Michigan

The Instability of Organizational Forms in Institutional Context: The Evolution of Standard Forms in Global Exchange Services, Marc Ventresca, Northwestern U.

Building New Forms with the Ruins of Old Order: The Rise of Financial Intermediaries in the Czech Republic,  
Hayagreeva Rao, Emory U.; Paul M. Hirsch, Northwestern U.

*Discussant:* Howard E. Aldrich, U. of North Carolina, Chapel Hill

**721.** Paper: **Macrocultrual Processes in Organizational Fields (Knowledge)**

- ♦ 4:10-5:30 Hyatt East: Columbus K/L

*Chair:* Suzanne M. Carter, U. of Notre Dame

Tournament Rituals in Macrocultrure Formation: The Grammy Awards 1974-1993, Narasimhan Anand, London Business School; Mary R. Watson, Vanderbilt U.

The Career of a Popular Construct: A Pluralistic Journey of Understandings of Empowerment, Jean M. Bartunek,  
Boston College; Gretchen M. Spreitzer, U. of Southern California

Ready to Wear ? The Tailoring of Legitimizing Accounts, W. E. Douglas Creed, Boston College; Maureen Scully,  
Massachusetts Institute of Technology; John Austin, U. of Washington, Bothell

The Relationship Between Industry Macrocultrure and Executive Perceptions of Strategic Issues, John W. O'Neill,  
Johnson and Wales U.; Laura L. Beauvais, U. of Rhode Island

*Discussant:* Charles J. Fombrun, New York U.

**Monday 5:40 pm**

**722.** Meeting: **OMT Business Meeting and Social Hour**

- ♦ 5:40-7:00 Hyatt East: Columbus K/L

*Chair:* Christine Oliver, York U.

**Tuesday 8:30 am**

**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.

Market Resource Disribution and the Partitioning of Dutch Newspaper Organizations, Christophe Boone, Maastricht U.; Glenn R. Carroll, U. of California, Berkeley; Arjen van Witteloostuijn, U. of Maastricht

Adaptation and Selection in the Evolution of the Early US Magazine Industry, Heather A. Haveman, Cornell U./Columbia U.

Aging, Obsolescence and Organizational Innovation, Jesper B. Sorensen, U. of Chicago; Toby E. Stuart, U. of Chicago

The Geography of Competition, Olav Sorensen, U. of Chicago

*Discussant:* Terry Amburgey, U. of Kentucky

**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

The Structuration of Interfirm Ties: The Case of Stick Versus Switch Decisions, Brian Uzzi, Northwestern U.; Michael Alan Sacks, Northwestern U.

Two Faces of Trust: Professional Client Relations in Knowledge Work, Anurag Sharma, U. of Massachusetts, Amherst

Sales-Interactions as the Building Blocks of Industrial Markets: Towards a Study of the Micro-Foundations of Exchange Among Firms, Asaf Darr, U. of Haifa

*Discussant:* Ron Burt, U. of Chicago

**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.

Winner of West Publishing Best Paper Award  
Published in Conference Proceedings

Knowledge Industries and Idea Entrepreneurs, Eric Abrahamson, Columbia U.; Gregory B. Fairchild, Columbia U.

The Catalyst Role of Innovation: Organizational Cognition and Shifts in Search Intensity, Henrich R. Greve, U. of Tsukuba; Alva H. Taylor, Northwestern U.

Institutional and Economic Influences on the Adoption and Extensiveness of Managerial Innovation: The Case of Reengineering in Hospitals, Stephen Lee Walston, Cornell U.; Lawton Robert Burns, U. of Pennsylvania; John R. Kimberly, U. of Pennsylvania / INSEAD

*Discussant:* Anne Miner, U. of Wisconsin, Madison

**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.

Patterns of Knowledge Distribution in Organizations, Vikas Anand, U. of Arkansas; Paul F. Skilton, Arizona State U.; Barbara W. Keats, Arizona State U., Main

The Architecture of Organizational Cognition, Ángel Cabrera, Instituto de Empresa; David B. Allen, Instituto de Empresa

*Discussant:* Mary Ann Glynn, Emory U.

**727.** Paper: **Corporate Governance and the Relationships Among Boards, Shareholders, and CEOs**

- 10:30-11:50 Hyatt East: Columbus I/J

*Chair:* Margarethe F. Wiersema, U. of California, Irvine  
Integrating Agency and Stewardship Theories: The Moderating Role of the Environment, Ann K. Buchholtz, U. of Georgia; Deborah L. Kidder, U. of Connecticut  
Foreign Share Ownership and Corporate Behavior in Japan, Christina Linn Ahmadjian, Columbia U.; Gregory E. Robbins, Columbia U.

A Behavioral Perspective of Strategic Initiative Adoption: The Case of Stock Repurchase Programs, William Gerard Sanders, Brigham Young U.; Mason A. Carpenter, U. of Wisconsin, Madison

Published in Conference Proceedings

Managing Impressions: Managerial Choices and the Proxy Statement Performance Graph, Gary T. Moskowit, Southern Methodist U.

*Discussant:* Edward J. Zajac, Northwestern U.

**728.** Paper: **Institutional Transformation in Organizational Fields (Institutions)**

- 10:30-11:50 Hyatt East: Columbus K/L

*Chair:* William L. Dougan, U. of North Dakota  
Institutional Contradictions, Praxis, and Institutional Transformation: A Dialectical Perspective, Myeong-Gu Seo, Boston College; W. E. Douglas Creed, Boston College

The Dynamics of the Bulgarian Newspaper Industry in a Period of Transition: Organizational Adaptation, Structural Inertia, and Political Change, Stanislav Dobrev, Tulane U.

From the Big-time to the Small time, the Change in the National Collegiate Athletics Association, Marvin Washington, Northwestern U.

Field Stability and Institutional Change: The Recomposition of Professional and Business Associations in the U.S. Field of Finance, 1945-1993, Michael Lounsbury, Cornell U.

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

**Tuesday 2:00 pm**

**729.** Paper: **Work and Careers on the Periphery of Organizations**

- 2:00-3:20 Hyatt East: Columbus G

*Chair:* Joseph P. Broschak, U. of Illinois, Urbana-Champaign  
Being There: The Acceptance and Marginalization of Part-Time Professional Employees, Thomas B. Lawrence, U. of Victoria; Vivien S. Clark, Wilfred Laurier U.

Published in Conference Proceedings

Factors Contributing to Success of Teleworkers, Sumita Raghuram, Fordham, U.; Raghu Garud, New York U.; Batia M. Wiesenfeld, New York U.

Predicting the Use of External Labor Arrangements: A Test Reconciling the Transaction Costs Perspective with the

Development of Organizational Capabilities, John K. Masters, Western Illinois U.; Grant Miles, U. of North Texas

Social Networks in the Open Labor Market: An Exploration of Independent Contractors' Careers, Laura Werber Castaneda, Stanford U.

*Discussant:* Peter Daniel Sherer, U. of Oregon

**730.** Paper: **The Formation and Maintenance of Interorganizational Alliances (Networks)**

- 2:00-3:20 Hyatt East: Columbus I/J

*Chair:* Ivan M. Manev, U. of Maine  
The Emergence of Alliance Systems, Christoph Ferdinand Lechner, U. of St. Gallen; Günter Müller-Stewens, U. of St. Gallen

Antecedents to Cross-Industry Cooperation: The Case of the Domestic Airline Industry, 1983-1996, Darla J. Domke-Damonte, Coastal Carolina U.; Bruce T. Lamont, Florida State U.

Resolving the Opportunism Minimization-Opportunity Maximization Paradox, Mark Hillam Hansen, Brigham Young U.; Robert E. Hoskisson, U. of Oklahoma; Jay B. Barney, Ohio State U.

On the Selection of Governance Structures for Inter-Firm Collaboration, Josep Rialp-Criado, U. Autònoma de Barcelona; Vicente Salas-Fumás, U. de Zaragoza

*Discussant:* Gautam Ahuja, U. of Texas, Austin

**731.** Paper: **Market Mediators in Market Making**

- 2:00-3:20 Hyatt East: Columbus K/L

*Chair:* Timothy G. Pollock, U. of Wisconsin, Madison  
Getting on the Radar Screen at Wall Street: Antecedents of Attracting New Coverage by Securities Analysts, Hayagreeva Rao, Emory U.; Gerald F. Davis, U. of Michigan; Henrich R. Greve, U. of Tsukuba

Market Development and the Matthew Effect: An Analysis of Reputation, Information Collection, and Seasoning in IPO Markets, Sarah Clay Mavrinac, U. of Western Ontario  
 Published in Conference Proceedings

Third Party Exchange: Search Firms and CEO Search, Rakesh Khurana, Massachusetts Institute of Technology  
*Discussant:* Mitchell Y. Abolafia, State U. of New York, Albany

**Tuesday 3:40 pm**

**732.** Paper: **The Market Dynamics of Organizational Fields**

- 3:40-5:00 Hyatt East: Columbus G

*Chair:* Jane C. Banaszak-Holl, U. of Michigan  
Resource Partitioning, the Founding of Specialist Firms, and Innovation: The American Feature Film Industry, 1912-1929, John M. Mezas, U. of Miami; Steven J. Mezas, New York U.

Creating the Enemy: Population Level Change Through the Creation of a Specialized Niche by Generalist Network Realignment in the U.S. Airline Industry, Marc-David L. Seidel, U. of Texas, Austin

Organizational and Interorganizational Effects on Corporate Expansion: Impacts of Relation-Specific and General Assets on Interfirm Link Continuity During International Expansion, Xavier Martin, New York U.

From Red Vienna to the Anschluss: Ideological Competition Among Viennese Newspapers During the Rise of National Socialism, William P. Barnett, Stanford U.; Michael Johannes Woywode, U. of Mannheim  
*Discussant:* James B. Wade, U. of Illinois, Urbana-Champaign

**733.** Symposium: **The More Things Change . . . : The Persistence of Class as a Factor in Organizational Strategy and Structure**

- ♦ 3:40-5:00 Hyatt East: Columbus I/J

*Chair:* Richard S. Marens, 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

**734.** Paper: **Strategy, Structure, and Organizational Environments**

- ♦ 3:40-5:00 Hyatt East: Columbus K/L

*Chair:* Dwight K. Lemke, James Cook U.  
Being Efficiently Fickle: A Dynamic Theory of Organizational Choice, Jack A. Nickerson, Washington U.; Todd R. Zenger, Washington 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**

**735.** 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  
Communal Social Capital, Linking Social Capital, and Economic Outcomes, Hongseok Oh, Pennsylvania State U.; Daniel J. Brass, Pennsylvania State U.  
Supervision and Social Capital, Mindy W. Douthit, U. of Chicago  
Social Capital for Free: The Culture of Consideration Amongst Engineers, Paul D. Nugent, State U. of New York, Albany

*Discussant:* Roberto Fernandez, Stanford U.

**736.** 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.

 Co-evolution of Cooperation: Historical Analysis of Interfirm Networks, 1870-1996, Arie Y. Lewin, Duke U.; Mitchell P. Koza, INSEAD; Marie-Laure Djelic, ESSEC  
 Co-evolution of IT-enabled Organizational Changes in Japanese Retailing Industry: A Longitudinal Study (1980-1997), Yoshiaki Hanaoka, Waseda U.; Tomoaki Sakano, Waseda 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**

**737.** 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**

**738.** Paper: **Defining and Measuring Uncertainty in Organizational Environments**

- ♦ 10:40-12:00 Hyatt East: Columbus G

*Chair:* Amy B. Hietapelto, Michigan Technological U.  
Uncertainty Revisited: Nonlinear, Chaotic Changes On The Journey Toward Decision Resolution, Mavis A. Cheney, U. of Texas, Arlington; A. David Harrison, U. of Texas, Arlington  
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 theEnvironment: Real Differences, Artifact, or PerceptualError?, 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 ofSocietal and Organizational Factors, Danna N. Greenberg,

Boston College

Social Differentiation and Cultural Convergence asCompeting 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