Friday, August 7

**JOINTLY SPONSORED ACTIVITIES**

1:00pm-2:30pm
**European Entrepreneurship and Small Business Research: Methodological Openness and Contextual Differences**
Marriott South
Point Loma

*Sponsored by ENT & IM*

Organizers
Morten Huse, Scandinavian Institute for Research in Entrepreneurship/Centre for Church Research
Hans Landstrom, Halmstad U./Scandinavian Institute for Research in Entrepreneurship

Presenters
Christopher Steyaert, Copenhagen Business School
Bengt Johannisson, Scandinavian Institute for Research in Entrepreneurship/U. of Växjö, Sweden
Raymond A. Saner, Centre for Socio-Economic Development
Age Mariussen, Nordland Research Institute

*Sponsored by ONE, CAR, MED, GDO*

Organizer
Gordon P. Rands, Western Illinois U

Facilitators
Sandra Rothenberg, Massachusetts Institute of Technology
Gordon P. Rands, Western Illinois U

1:00pm-4:30pm
Marriott South
Torrance

Complex, high-consumption lifestyles are examined in this workshop in relation to personal, organizational and societal problems. Exercises are conducted to explore simpler ways of living and their consequences. Preregister with Gordon P. Rands at 814-863-0430, email at gpr3@psu.edu. After June 30th send a copy to Gordon_Rands@email.wiu.edu.

5:00pm-10:00pm
**TIM/OCIS Doctoral Student Consortium**
Marriott North
Torrey 3

Interested students please contact Deborah Dougherty, coordinator, for application information. Preregister with Deborah Dougherty by fax at 514-398-3876, or by email doughert@management.mcgill.ca.

*Sponsored by TIM & OCIS*

Organizer
Deborah Dougherty, Rutgers U.

Facilitators
Raghu Garud, New York U.
Poppy Lauretta McLeod, Case Western Reserve U.
Peter Monge, U. of Southern California
Claudia B. Schoonhoven, Dartmouth College
Jean-Marc Xuereb, Groupe ESSEC
OB/OMT Junior Faculty Consortium
$50.00 Fee, must be current OB or OMT members, must have held an assistant professor position for 1-4 years, must have applied for the session and been accepted.
Preregister for this activity with Blake E. Ashforth at 602-965-0917, by fax at 602-965-8314 or by email at Blake.ashforth@asu.edu, or with Gerald F. Davis, 415-321-2052, gerald.davis@casbs.stanford.edu The workshop runs from 6pm Friday until 12n Sunday.

Sponsored by OB & OMT
Organizers
Blake E. Ashforth, Arizona State U.
Tina Dacin, Texas A&M U.
Gerald F. Davis, Columbia U.
Center for Advanced Study in the Behavioral Sciences
Sandra L. Robinson, U. of British Columbia

Presenters
Max H. Bazerman, Northwestern U.
Janet M. Dukerich, U. of Texas at Austin
Jane Dutton, U. of Michigan
Herminia Ibarra, Harvard U.
David L. Kang, Harvard U.
Roderick M. Kramer, Stanford U.
Christine Oliver, York U.
Walter W. Powell, U. of Arizona
Anat Rafaeli, Hebrew U.
Ken G. Smith, U. of Maryland
Anne S. Tsui, Hong Kong U. of Science and Technology
Michael L. Tushman, Harvard U.

Three Conversations to Build Theory About Organizational Action
The session begins Friday afternoon at 6:00pm and finishes at 5:00pm on Saturday. There will be 30 primary participants: 15 by invitation and 15 by e-mail application. Preregister for this activity with Rhonda K. Reger at 301-405-2167, by fax at 301-314-8787 or email at rreger@mbs.umd.edu.

Sponsored by BPS, OMT, MOC
Organizers
Rhonda K. Reger, U. of Maryland
Gerry Johnson, Cranfield School of Management
Facilitators
Paul C. Godfrey, Brigham Young U.
Joseph T. Mahoney, U. of Illinois

OB/OMT/ODC Ph.D. Consortium
Preregister with Mary Ann Glynn at 404-727-0798 or email at MaryAnn_Glynn@bus.emory.edu

Sponsored by OMT, OB, & ODC
Organizers
James R. Meindl, State U. of New York, Buffalo
Mary Ann Glynn, Emory U.
William R. Torbert, Boston College
Panel
Ella Edmondson Bell, U. of North Carolina, Charlotte
Joel Brockner, Columbia U.
Jennifer A. Chatman, U. California Berkley
Barbara Gray, Penn State U.
Mary Jo Hatch, Cranfield U.
Rita D. Kosnik, Trinity U.
Carrie R. Leana, U. of Pittsburgh
Anne S. Miner, U. of Wisconsin, Madison
Christine Oliver, York U.
Dennis W. Organ, Indiana U.
Hayagreeva Rao, Emory U.
Peter Reason, U. of Bath
Denise M. Rousseau, Carnegie Mellon U.
Gretchen M. Spreitzer, U. of Southern California
James P. Walsh, U. of Michigan
**Doctoral Consortium**

**Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3582 or by email at lieb55@usc.edu.**

**Organizer**
Jay B. Barney, Ohio State U.
Julia Porter Liebeskind, U. of Southern California

**Faculty**
William P. Barnett, Stanford U.
Bruce Kogut, U. of Pennsylvania
Anita M. McEachern, Harvard U.
Philip Bromiley, U. of Minnesota
Gordon Walker, SMU.
Nicholas Samuel Argyres, USC
Jennifer E. Bethel, SEC & Babson College
Timothy Folta, Purdue U.
Mark T. Shanley, Northwestern U.
Javier Gimeno, Texas A&M U.

6:00pm-9:00pm
Marriott South
Torrance

**Three Conversations to Build Theory About Organizational Action**

**Sponsored by BPS, OMT, MOC**

For details see Jointly Sponsored Activities

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**New Careers, New Approaches: Theories and Methods for Expanding Our Horizons**

This one and a half day workshop explores new ways of doing research on careers. Preregister with Maury A. Peiperl at 44-171-262-5050 or fax at 44-171-724-7875 or by email at mpeiperl@lbs.ac.uk.

**Organizers**
Rebecca G. Long, Louisiana Tech U.
Maury A. Peiperl, London Business School

**Presenters**
Michael B. Arthur, Suffolk U.
Candace Jones, Boston College
Rebecca G. Long, Louisiana Tech U.
Heather Parker, U. of Auckland
Maury A. Peiperl, London Business School
Linda K. Stroh, Loyola U. Chicago
Steven S. Taylor, Boston College
Michael White, Louisiana Tech U.

5:30pm-7:00pm
Marriott North
Columbia 1

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**Careers**


**Sponsored by ONE, CAR, MED, & GDO**

For details see Jointly Sponsored Activities
The 1998 Entrepreneurship Division Doctoral and New Faculty Consortium
Preregister with William B. Gartner at 213-740-0648 or email at wgartner@marshall.usc.edu

Organizers
William B. Gartner, U. of Southern California
Nancy M. Carter, U. of St. Thomas

Presenters
Howard E. Aldrich, U. of North Carolina
Claudia B. Schoonhoven, Darmouth College
Ian C. MacMillan, U. of Pennsylvania

Web-Based Education
Sponsored by ENT
Organizer
David A. Baucus, Utah State U.
Presenter
LeeAnn Strand, McGraw-Hill

European Entrepreneurship and Small Business Research: Methodological Openness and Contextual Differences
Sponsored by ENT & IM
For details see Jointly Sponsored Activities.

Entrepreneurial Education: The Entrepreneur's Portfolio
Organizer
Connie Marie Gaglio, San Francisco State U.

Presenters
Karl Vesper, U. of Washington
Ronald K. Mitchell, U. of Victoria

Facets of Entrepreneurship: A Structural Analysis of Entrepreneurial Behavior
Organizer
Dov Elizur, Bar Ilan U.

Teaching and Doing Ethical Entrepreneurship in Russia
Organizer
Mikhail V. Gratchev, Russian Academy of Science

Presenters
Alexander I. Ageev, Energia State Corporation
Ellen Fadeeva, Vanguard Corporation
Elena A. Karpoukhina, Academy of National Economy
Nikolai Rogovsky, Russian Academy of Science

Surveying American Family Business From a Household Perspective: Sampling and Methods
Organizer
Ramona K. Z. Heck, Cornell U.

Presenters
George W. Haynes, Montana State U.
Alma J. Owen, Purdue U.
Kathryn Stafford, Ohio State U.

Refreshment Break
Sponsored by Rutgers Center for Entrepreneurial Management
Organizer
Robert D. Hisrich, Case Western Reserve U.
Cross-National Views on Micro-Enterprise and Micro-Finance

Organizer
Raymond A. Saner, Centre for Socio-Eco-Nomic Development

Presenters
Tarek A. Hatem, American U., Cairo
Benson Lewis Honig, U. of St. Andrews

Networks Perspective in Entrepreneurship Research

Organizers
Bostjan Antoncic, Case Western Reserve U./ U. of Ljubljana
Ha T. Hoang, Case Western Reserve U.

Presenters
Eric L. Hansen, California State U., Long Beach
John E. Butler, Hong Kong U. of Science and Technology/ U. of Washington
Tea Petrin, U. of Ljubljana

Entrepreneurial Education: Past, Present, and Future Direction

Organizer
Lloyd W. Fernald, U. of Central Florida

Presenters
George Thomas Solomon, George Washington U.
Erik K. Winslow, George Washington U.
William Dennis, NFIB Foundation


1:00pm-4:30pm
Marriott South
Torrance

Welcome to the 1998 GDO Doctoral Consortium: Introducing Ourselves and Things That Matter to Us

5:00pm-6:00pm
Marriott North
Columbia 2

1998 GDO Doctoral Consortium: Everything Doctoral Applicants Always Wanted to Know About the Academic Recruitment Process

6:00pm-7:15pm
Marriott North
Columbia 2

Gender & Diversity in Organizations

Program:
1:00pm-4:30pm
Marriott South
Point Loma

Program:
4:00pm-5:30pm
Marriott South
Point Loma

Program:
4:00pm-5:30pm
Marriott South
Solana

Program:
4:00pm-5:30pm
Marriott South
Santa Rosa

For details see Jointly Sponsored Activities

Organizer
Ellen Ernst Kossek, Michigan State U.

Panel
Roy Jacques, U. of Otago
Stacy Kim, U. of Pennsylvania
Rosemary Booth, U. of North Carolina, Charlotte

Panel
Zoe Barsness, Texas A&M U.
Maura A. Belliveau, Duke U.
Ellen Ernst Kossek, Michigan State U.
Jacqueline N. Hood, U. of New Mexico
1998 GDO Doctoral Consortium: Creating a Supportive and Productive Research Environment
Preregister with Ellen Ernst Kossek by email at Kossek@pilot.msu.edu.
Organizer
Ellen Ernst Kossek, Michigan State U.
Panel
Kathleen L. Valley, Harvard Business School
Sharon A. Lobel, Seattle U.

1998 GDO Doctoral Consortium: Pizza Party and Dialogue With the Doctoral Students on Scholarly Voices and Missions
Preregister with Ellen Ernst Kossek by email at Kossek@pilot.msu.edu.
Organizer
Ellen Ernst Kossek, Michigan State U.
Panel
Elizabeth Cooper, U. of Rhode Island
Jennifer Palthe, Michigan State U.
Karen S. Markel, Michigan State U.
Cynthia Ozeki, Michigan State U.

Welcome Reception and Introduction
By invitation only.
Organizer
Jacqueline S. Zinn, Temple U.
Facilitators
Margarete Arndt, Clark U.
Barbara Bigelow, Clark U.
John D. Blair, Texas Tech U.
Diane Brannon, Pennsylvania State U.
Jon Chilingarian, Brandeis U.
Myron D. Fottler, U. of Alabama, Birmingham
Leonard H. Friedman, Oregon State U.
Reuben R. McDaniel, Jr., U. of Texas, Austin

Breakout Session: Doctoral Students Job Seeking Strategies -- The Light at the End of the Tunnel
By invitation only.
Organizer
Jacqueline S. Zinn, Temple U.
Facilitators
Diane Brannon, Pennsylvania State U.
Leonard H. Friedman, Oregon State U.
Renee A. Stiles, Center for Health Outcomes and Evaluation, U. of Michigan
Charles Braun, Marshall U.

1:00pm-2:30pm
Marriott South
Point Loma

European Entrepreneurship and Small Business Research: Methodological Openness and Contextual Differences
Sponsored by ENT & IM
For details see Jointly Sponsored Activities.
**Workshop for Non-U.S. Participants: Surviving and Thriving at the Academy of Management**

*Light refreshments will be provided*

**Organizer**
Nakiye A. Boyacigiller, College of Business, San Jose State U.
Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research

**Panel**
Richard T. Mowday, U. of Oregon
Michel Berry, L'Ecole de Paris
Per-Ola Ulvenblad, Halmstad U.

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**European Entrepreneurship and Small Business Research: Methodological Openness and Contextual Differences**

*Sponsored by ENT & IM*

*For details see Jointly Sponsored Activities.*

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**Management Education & Development**


*Sponsored by ONE, CAR, MED, & GDO*

*For details see Jointly Sponsored Activities.*

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**Managerial Consultation**

**The Consulting Process: Diagnostic Tools and Intervention Strategies**

*Pre-registration required: $10 fee to cover the cost of materials for the 1 1/2 day workshop. Pre-register with Marilyn E. Harris at 313-393-5163 by fax at 313-393-5163 or email at marilyn.harris@cmich.edu.*

**Organizers**
Marilyn E. Harris, Central Michigan U.
Georges Trepo, Ecole des hautes Etudes Commercial, France

**Presenters**
Terry Armstrong, U. of West Florida
Marc Bonnet, U. of Lyon, France
Anthony F. Buono, Bentley College

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**Innovative Techniques for Teaching About Postmodern Ideas**

**Organizer**
Ian Palmer, U. of Technology, Sydney

**Coordinator**
Cynthia Hardy, McGill U.

**Presenters**
Gib Akin, U. of Virginia
Carolyn P. Egri, Simon Fraser U.
Christopher Poulson, California State U., Pomona
Steve Linstead, U. of Wollongong
FRIDAY

MANAGERIAL & ORGANIZATIONAL COGNITION

6:00pm-9:00pm
Marriott South
Torrance

Three Conversations to Build Theory About Organizational Action
Sponsored by BPS, OMT, MOC
For details see Jointly Sponsored Activities

6:00pm-9:00pm
Westin
Santa Fe

OB/OMT Junior Faculty Consortium
Sponsored by OB & OMT
For details see Jointly Sponsored Activities

7:00pm-9:00pm
Westin
Library

OB/OMT/ODC Ph.D. Consortium
Sponsored by OMT, OB, & ODC
For details see Jointly Sponsored Activities

ORGANIZATIONAL BEHAVIOR

6:00pm-9:00pm
Westin
Santa Fe

OB/OMT Junior Faculty Consortium
Sponsored by OB & OMT
For details see Jointly Sponsored Activities

7:00pm-9:00pm
Westin
Library

OB/OMT/ODC Ph.D. Consortium
Sponsored by OMT, OB, & ODC
For details see Jointly Sponsored Activities

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

5:00pm-10:00pm
Marriott North
Torrey 3

TIM/OCIS Doctoral Student Consortium
Sponsored by TIM & OCIS
For details see Jointly Sponsored Activities

1:00pm-4:30pm
Marriott South
Torrance

Sponsored by ONE, CAR, MED, & GDO
For details see Jointly Sponsored Activities

ORGANIZATIONAL DEVELOPMENT & CHANGE

7:00pm-9:00pm
Westin
Library

OB/OMT/ODC Ph.D. Consortium
Sponsored by OMT, OB, & ODC
For details see Jointly Sponsored Activities

5:00pm-10:00pm
Marriott North
Torrey 3

TIM/OCIS Doctoral Student Consortium
Sponsored by TIM & OCIS
For details see Jointly Sponsored Activities

TECHNOLOGY & INNOVATION IN MANAGEMENT
Saturday, August 8

ALL-CONVENTION ACTIVITIES

12:00 pm - 5:00 pm  
Registration  
*Executive Director*
Nancy Urbanowicz, Academy of Management

12:00 pm - 5:00 pm  
What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?  
*Director of Membership*
Carolyn Wiley, Georgia State U.

12:00 pm - 6:00 pm  
Placement  
*Director of Placement*
Charlotte Sutton, Auburn U.

6:30 pm - 7:30 pm  
Placement Orientation  
*Director of Placement*
Charlotte Sutton, Auburn U.

BROAD APPEAL ACTIVITIES

7:00am-8:00am  
Critical Management Studies: Continental Breakfast  
For more information on the Critical Management Studies workshop or to preregister contact Paul S. Adler at 818-981-0115, fax 818-981-0116 or email padler@usc.edu

*Sponsored by CM, ENT, HRM, IM, MED, MC, MOC, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM, & GDO*

*Organizer*
Paul S. Adler, U.of Southern California

8:00am-6:00pm  
Critical Management Studies: Workshop Meeting  
Preregistration fee required. For more information on the Critical Management Studies workshop or to preregister contact Paul S. Adler at 818-981-0115, fax 818-981-0116, or email padler@usc.edu.

*Sponsored by CM, ENT, HRM, IM, MED, MC, MOC, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM, & GDO*

*Organizer*
Paul S. Adler, U.of Southern California
8:30am-7:30pm
Marriott South
Boardroom

Iberoamerican Academy
Business meeting followed by dinner.
Sponsored by all Academy of Management divisions.
Organizer
Luis R. Gomez-Mejia, Arizona State U.

Building Effective Bridges Between
Iberoamerican Management Scholars
in Different Countries (8:30-10:15)
Carlos Alcerreca Joaquín, ITAM, Mexico
Esteban Brenes, INCAE, Costa Rica
Africa Ariño, IESE, U. of Navarro, Barcelona
Sigmar Malvezzi, Getulio Vargas, Brazil
German Otalora-Bay, EGADE ITESM, Monterrey
Armando Gallegos, ESAN, Peru

Key Management Issues of Relevance to
Hispanic Academics in U.S. and Abroad (10:30-12:30)
Isabel Gutierrez, Universidad Carlos III, Spain
Edilberto F. Montemayor, Michigan State U.
Fernando F. Suarez, Universidad Adolfo Ibanez, Chile
Vicente Salas Fumas, Universidad de Zaragoza, Spain,
Wayne F. Cascio, U. Colorado, Denver
Mary Teagarden, Thunderbird, John W. Slocum, Southern Methodist U.,
Jaime Rivera, Universidad Carlos III, Spain
Luis R. Gomez-Mejia, Arizona State U.

Developing A Successful Career in
Management for Hispanic Academis (1:45-3:00)
Julio O. De Castro, U. of Colorado, Boulder
Isabel Gutierrez, Universidad Carlos III, Spain
William Ocasio, Northwestern U.
Javier Gimeno, Texas A&M U.
Luis R. Gomez-Mejia, Arizona State U.

Having Access to Mainstream Management Journals: What Does it Take (3:15-5:00)
Carolina B. Gomez, U. of Houston
Anne S. Tsui, Hong Kong U. of Science and Technology
Michael A. Hitt, Texas A&M
Robert Vecchio, U. of Notre Dame
Richard T. Mowday, U. of Oregon
Angelo S. DeNisi, Texas A&M U.

New Doctoral Students Consortium
Preregistration is required. You can preregister on line at the NDSC Web Site
http://ux6.cso.uiuc.edu/~jhmoore/registration.html. Alternatively, preregister via email with Laquita Blockson, at blockson@vms.cis.pitt.edu, or via fax with Bonnie O'Neill at 414-229-6957.
Sponsored by all the Academy Divisions, Interest Groups, & Regions
Organizers
Fabio Fonti, U. of Illinois, Urbana-Champaign
Carolyn Birmingham, U. of Oklahoma
Pamela E. Carter, Florida State U.
with the help of the NDSC Organizing Committee
Presenters
Michael A. Hitt, Texas A&M U.
Arthur Jago, U. of Missouri, Columbia
Jerry Katz, Saint Louis U.
Mary Beth Marrs, Idaho State U.
Panel
Donna Blancero, Arizona State U.
Petra Christmann, U. of Virginia
Peter S. Davis, U. of Memphis
Gerald R. Ferris, U. of Illinois, Urbana-Champaign
Heather A. Haveman, Cornell U.
Benymam Lichtenstein, Boston College
John A. Miller, Bucknell U.
Mary J. Waller, U. of Wisconsin, Madison
Reception for the New Doctoral Students Consortium

Sponsored by all the Academy Divisions, Interest Groups, & Regions

Organizers
Fabio Fonti, U. of Illinois, Urbana-Champaign
Carolyn Birmingham, U. of Oklahoma
Pamela E. Carter, Florida State U. with the help of the NDSC Organizing Committee.

Presenter
William H. Starbuck, New York U.

Critical Management Studies: Reception

Friends of Critical Management Studies are welcome. For more information on the Critical Management Studies workshop or to preregister contact Paul S. Adler at 818-981-0115, by fax at 818-981-0116 or email at padler@usc.edu.

Sponsored by CM, ENT, HRM, IM, MED, MC, MOC, MH, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM, & GDO

Organizer
Paul S. Adler, U. of Southern California

Doing Research in Less-Researched Venues: Why This Matters Most

Sponsored by the International Programs Committee.

Organizer
Betty Jane Punnett, U. of the West Indies / U. of Windsor

Presenter
Anisya S. Thomas, Florida International U.

Facilitators
Ann Gregory, Memorial U.
Tarek A. Hatem, American U., Cairo
Neusa Santos, Pontifica U. Catholica de Sao Paulo
Oded Shenkar, Ohio State U.

Practitioner Series: Collaborative Research -- An Action Learning Workshop

The Series begins Saturday at 8:00am and finishes at 12:00am on Sunday. Participants are invited to bring actionable research questions to the Series. Required pre-work and readings will be posted on the Academy website. Preregister for the day-and-a-half activity with Daniel F. Twomey at 973-443-8802, by fax at 973-443-8506 or by email at dtwomey@fdusvr1.fdu.edu.

Sponsored by MED, MC, HR, ODC, CAR, & MH

Organizers
Daniel F. Twomey, Fairleigh Dickinson U.
Jeanna Wirtenberg, Public Service Electric & Gas
Peter Roche, London, Perret, Roche Group
Daniel Kowalski, Department of Veteran's Affairs
Kim A. Steckley, Hoffman-LaRoche Inc.
Marlow Christensen, Fairleigh Dickinson U.
Collette Thomas, AT&T

Presenters
What Matters Most in Collaborative Research: Lessons From the First Year of the Society for Organizational Learning

Keynote: Peter Senge, MIT and Society of Organizational Learning

Peter Roche, London, Perret, Roche Group

Facilitators
Susan Albers Mohrman, U. of Southern California
Susan Schick Case, Case Western Reserve U.
Popy Lauretta McLeod, Case Western Reserve U.
George L. Roth, Massachusetts Institute of Technology
Drew L. Harris, Fairleigh Dickinson U.
William K. Hengen, Jr., Cypress Consulting International
William Snyder, Social Capital Group
Three Conversations to Build Theory About Organizational Action

_Sponsored by BPS, OMT, & MOC_

Organizers
Rhonda K. Reger, U. of Maryland
Gerry Johnson, Cranfield School of Management

Facilitators
Paul C. Godfrey, Brigham Young U.
Joseph T. Mahoney, U. of Illinois

Social Network Research in Organizational Studies

Please contact Nicholas Athanassiou at 617-373-5759 or email at nick@neu.edu to pre-register for this session. Personal laptops are helpful, but not necessary.

_Sponsored by RM & IM_

Organizers
David Krackhardt, Carnegie Mellon U.
Stephen P. Borgatti, Boston College

Coordinator
Nicholas Athanassiou, Northeastern U.

Internet-Based Teaching of Global, Technological and Environmental Issues: A Workshop for Web-Shy Faculty

_Pre-registration recommended with Paul Shrivastava at 717-523-0030, by fax at 717-523-0067 or by email at Shrivast@bucknell.edu._

_Sponsored by IM & MED_

Organizer
Paul Shrivastava, Bucknell U.

Presenters
Paul Meising, State U. of New York, Albany
Sanjay Sharma, St. Mary’s U.
Paul Shrivastava, Bucknell U.

Three Conversations to Build Theory About Organizational Action

_Sponsored by BPS, OMT, & MOC_

Organizers
Rhonda K. Reger, U. of Maryland
Gerry Johnson, Cranfield U.

Facilitators
Paul C. Godfrey, Brigham Young U.
Joseph T. Mahoney, U. of Illinois

OB/OMT/ODC Ph.D. Consortium

_Pre-registration with Mary Ann Glynn at 404-727-0798 or email at MaryAnn_Glynn@bus.emory.edu._

_Sponsored by OMT, OB, & ODC_

Organizers
James R. Meindl, State U. of New York, Buffalo
Mary Ann Glynn, Emory U.
William R. Torbert, Boston College

Panel
Ella Edmondson Bell, U. of North Carolina Charlotte
Joel Brockner, Columbia U.
Jennifer A. Chatman, U. California Berkeley
Barbara Gray, Penn State U.
Mary Jo Hatch, Cranfield U.
Rita D. Kosnik, Trinity U.
Carrie R. Leana, U. of Pittsburgh
Anne S. Miner, U. of Wisconsin, Madison
Christine Oliver, York U.
Dennis W. Organ, Indiana U.
Hayagreeva Rao, Emory U.
Peter Reason, U. of Bath
Denise M. Rousseau, Carnegie Mellon U.
Gretchen M. Spreitzer, U. of Southern California
James P. Walsh, U. of Michigan
TIM/OCIS Doctoral Student Consortium
Interested students please contact Deborah Dougherty, coordinator, for application information.
doughert@management.mcgill.ca

Sponsored by TIM & OCIS
Organizer
Deborah Dougherty, Rutgers U.

Facilitators
Raghu Garud, New York U.
Poppy Lauretta McLeod, Case Western Reserve U.
Peter Monge, U. of Southern California
Claudia B. Schoonhoven, Dartmouth College
Jean-Marc Xuereb, Groupe ESSEC

OCIS/TIM Junior Faculty Consortium: Perspectives on Academe
Preregister with Ilze Zigurs at 303-492-3490, by fax at 303-492-5962 or by email at zigurs@colorado.edu.

Sponsored by OCIS & TIM
Organizer
Ilze Zigurs, U. of Colorado, Boulder

Facilitators
Jon W. Beard, U. of Tulsa
V. Sambamurthy, Florida State U.
Susan G. Straus, Carnegie Mellon U.
Joseph Walther, Rensselaer Polytechnic U.
Richard T. Watson, U. of Georgia

OB/OMT Junior Faculty Consortium
$50.00 fee, must be current OB or OMT members, must have held an assistant professor position for 1-4 years, must have applied for the session and been accepted.
Preregister for this activity with Blake E. Ashforth: at 602-965-0917, by fax at 602-965-8314 or email at Blake.ashforth@asu.edu, or Gerald F. Davis, at 415-321-2052, gerald.davis@casbs.stanford.edu
The workshop runs from 6pm Friday until 12n Sunday.

Sponsored by OB & OMT
Organizers
Blake E. Ashforth, Arizona State U.
Gerald F. Davis, Columbia U.
Center for Advanced Study in the Behavioral Sciences
Tina Dacin, Texas A&M U.
Sandra L. Robinson, U. of British Columbia

Presenters
Max H. Bazerman, Northwestern U.
Janet M. Dukerich, U. of Texas at Austin
Jane Dutton, U. of Michigan
Herminia Ibarra, Harvard U.
David L. Kang, Harvard U.
Roderick M. Kramer, Stanford U.
Christine Oliver, York U.
Walter W. Powell, U. of Arizona
Anat Rafaeli, Hebrew U.
Ken G. Smith, U. of Maryland
Anne S. Tsui, Hong Kong U. of Science and Technology
Michael L. Tushman, Harvard U.
Complex, high-consumption lifestyles are examined in this workshop in relation to personal, organizational and societal problems. Exercises are conducted to explore simpler ways of living and their consequences. Preregister with Gordon P. Rands at 814-863-0430, email at gpr3@psu.edu. After June 30th send a copy to Gordon_Rands@ccmail.wiu.edu
Sponsored by ONE, CAR, MED, & GDO
Organizer
Gordon P. Rands, Western Illinois U.
Facilitators
Sandra Rothenberg, Massachusetts Institute of Technology
Gordon P. Rands, Western Illinois U.

The Craft of Editing
Sponsored by OMT, BPS, RM, & OB
Organizers
Cliff Cheng, U. of Southern California
Richard T. Mowday, U. of Oregon
Roni Reiter-Palmon, U. of Nebraska
Panel
Dan Schendel, Purdue U.
Janice M. Beyer, U. of Texas, Austin
Clive Gilson, U. Waikato

Research Strategies for Studying Organizational Foundings
Those attending this session are requested to read the papers in advance, which are located on the Academy pre-conference website.
Sponsored by RM, OMT, & ENT
Organizers
Howard E. Aldrich, U. of North Carolina, Chapel Hill
Hayagreeva Rao, Emory U.

A Case Critique Colloquium
Pre-register for this activity with Timothy Edlund at 410-337-9143, by fax at 410-337-5253 or at tedlund@morgan.edu
Sponsored by BPS, MC & NACRA
Organizers
Timothy Edlund, Morgan State U., Maryland
Anne Lawrence, San Jose State U.
Panel
William Naumes, U. of New Hampshire
John A. Seeger, Bentley College
Timothy M. Singleton, North Georgia College
Linda E. Swayne, U. of North Carolina, Charlotte
Marilyn L. Taylor, U. of Missouri, Kansas City
Joan Winn, U. of Denver, Colorado

Mentorship
Sponsored by OB & SIM
Organizers
Charles R. Greer, Texas Christian U.
Sandra Waddock, Boston College
Panel
Raymond E. Miles, U. of California, Berkeley
Stella Nkomo, U. of North Carolina, Charlotte
Terri A. Scandura, U. of Miami
Regina M. O’Neil, Suffolk U.
Kenneth K. Eastman, Oklahoma State U.

OMT/BPS/HR Preconference Social Hour
Sponsored by OMT, BPS, OB, & HR
New Faculty Consortium
Participants must have completed dissertation by September 1996 and must have applied for this session and been accepted. Preregister for this activity with Anju Seth at 217-333-4240 by fax at 217-244-7969 or email at aseth@commerce.uchaui.edu

Chairs
Anju Seth, U. of Illinois, Urbana-Champaign
Margaret Ann Peteraf, U. of Minnesota

Presenters
Donde P. Ashmos, U. of Texas, San Antonio
Marvin Lieberman, U. of California, Los Angeles
Bente Lowendahl, Norwegian School of Management
Louis Thomas, U. of Pennsylvania

Doctoral Consortium
Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3582 or email at liebsk@ref.usc.edu

Organizer
Jay B. Barney, Ohio State U.
Julia Porter Liebeskind, U. of Southern California

Faculty
William P. Barnett, Stanford U.
Bruce Kogut, U. of Pennsylvania
Anita M. McGahan, Harvard U.
Philip Bromiley, U. of Minnesota
Gordon Walker, Southern Methodist U.
Nicholas Samuel Argyres, U. of Southern California
Jennifer E. Bethel, SEC & Babson College
Timothy Folta, Purdue U.
Mark T. Shanley, Northwestern U.
Javier Gimeno, Texas A&M U.
Practitioner Series: Collaborative Research -- An Action Learning Workshop

Sponsored by MED, MC, HR, ODC, CAR, & MH

For details see Jointly Sponsored Activities.

New Careers, New Approaches: Theories and Methods for Expanding Our Horizons

This one and a half day workshop explores new ways of doing research on careers.
Preregister with Maury A. Peiperl at 44-171-262-5050 or fax at 44-171-724-7875 or by email at mpeiperl@lbs.ac.uk.

Organizers
Rebecca G. Long, Louisiana Tech U.
Maury A. Peiperl, London Business School

Presenters
Michael B. Arthur, Suffolk U.
Candace Jones, Boston College
Rebecca G. Long, Louisiana Tech U.
Heather Parker, U. of Auckland
Maury A. Peiperl, London Business School
Linda K. Stroh, Loyola U. Chicago
Steven S. Taylor, Boston College
Michael White, Louisiana Tech U.


Sponsored by ONE, CAR, MED, & GDO

For details see Jointly Sponsored Activities

Conflict Management Division Doctoral Consortium
Preregister for this activity with Laurie R. Weingart at 412-268-7585 or by email at weingart@cmu.edu.

Organizer
Laurie R. Weingart, Carnegie Mellon U.

Panel
Roy J. Lewicki, Ohio State U.
Karen Etty Jehn, U. of Pennsylvania
Bruce Barry, Vanderbilt U.
Christopher McCusker, Yale U.

Coffee and Croissants

Sponsored by Harvard U.

Organizer
Robert D. Hisrich, Case Western Reserve U.

The 1998 Entrepreneurship
Division Doctoral and New Faculty Consortium
Preregister with William B. Gartner at 213-740-0648 or at wgartner@marshall.usc.edu

Organizers
William B. Gartner, U. of Southern California
Nancy M. Carter, U. of St. Thomas

Presenters
Candida G. Brush, Boston U.
Lowell W. Busenitz, U. of Houston
Thomas J. Dean, U. of Tennessee, Knoxville
Benjamin M. Oviatt, Georgia State U.
Kelly G. Shaver, College of William and Mary
Timothy M. Stearns, California State U., Fresno
S. Venkataraman, U. of Virginia
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Organizer</th>
<th>Presenters</th>
</tr>
</thead>
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| 8:00am-10:00am | Liaison Forums: Past and Future Direction                              | Norris F. Krueger, Jr., Entrepreneurial Strategies                                      | Mattia J. Gilmartin, U. of Virginia  
|            |                                                                      |                            | Terry C. Blum, Georgia Institute of Technology                                                  |
| 8:00am-10:00am | Developing, Writing, and Teaching the Case Method: Preparing Yourself and Your Students | Candida G. Brush, Boston U. | Myra Hart, Harvard U.  
|            |                                                                      |                            | Patricia G. Greene, Rutgers U.  
|            |                                                                      |                            | Chi Anyansi-Archibong, North Carolina A&T State U.                                          |
| 10:00am-10:30am | Refreshment Break                                                      | Robert D. Hisrich, Case Western Reserve U.                                              |                                               |
| 10:30am-12:00n | Evaluating Entrepreneurship Programs: Lessons From SUCCESS Magazine  | William B. Gartner, U. of Southern California                                        | Elaine Pofeldt, SUCCESS Magazine  
|            |                                                                      |                            | Karl Vesper, U. of Washington                                                                |
| 10:30am-12:00n | Developing and Teaching an International Case: Tissage des Vosges      | Neil Churchill, INSEAD                                                 |                                               |
| 10:30am-12:00n | Developing International Collaboration                                 | Ales Vahecic, U. of Ljubljana  
|            |                                                                      |                            | Miroslav Glas, U. of Ljubljana  
|            |                                                                      |                            | Tea Petrin, U. of Ljubljana                                                               |
| 10:30am-12:00n | The Mcgraw-Hill Irwin Innovation in Entrepreneurship Pedagogy Award Winner “The Technology Ventures Co-op (TVC) Program” | Andrew Zacharakis, Babson College                                                | Thomas Byers, Stanford U.  
|            |                                                                      |                            | Robert E. Sutton, Stanford U.                                                               |
| 12:00pm-1:30pm | Entrepreneurship Council Luncheon                                       | Robert D. Hisrich, Case Western Reserve U.                                              |                                               |
| 1:00pm-4:00pm | Research Strategies for Studying Organizational Foundings             | Candida G. Brush, Boston U. | Myra Hart, Harvard U.  
|            |                                                                      |                            | Patricia G. Greene, Rutgers U.  
|            |                                                                      |                            | Chi Anyansi-Archibong, North Carolina A&T State U.                                          |
| 1:30pm-3:00pm | Mini Cases in Entrepreneurship                                         | Emeric Solymossy, Western Illinois U.                                                  |                                               |
| 3:00pm-4:30pm | The Craft of Publishing                                               | Thomas J. Dean, U. of Tennessee, Knoxville                                           | Raphael Amit, U. of British Columbia  
|            |                                                                      |                            | Benjamin M. Oviatt, Georgia State U.                                                         |

Sponsored by Worchester Polytechnic Institute

For details see Jointly Sponsored Activities.
**Gender & Diversity in Organizations**

Presenters and attendees are encouraged to dress comfortably and casually. To pre-register it is preferred, but not necessary, that students be nominated by a faculty member of their institution. Pre-register with Ellen Ernst Kossek by email at Kossek@pilot.msu.edu.

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**1998 GDO Doctoral Consortium: Continental Breakfast and Informal Dialogue With Marquita Flemming**

*Organizer*
Ellen Ernst Kossek, Michigan State U.

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**1998 GDO Doctoral Consortium: Critical Theory -- Implications for Research, Theory, or Practice**

*Organizer*
Ellen Ernst Kossek, Michigan State U.

*Panel*
Marta B. Calás, U. Mass, Amherst
Linda Smircich, U. Mass, Amherst
Paula Caproni, U. of Michigan

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*Sponsored by ONE, CAR, MED, & GDO*

For details see Jointly Sponsored Activities

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**1998 GDO Doctoral Consortium: Making Knowledge(s) on the Border(s) -- Welcome and Introduction**

Attendees are encouraged to dress comfortably and casually. Pre-registration is encouraged. To preregister, contact Rjacques@commerce.otago.ac.nz

*Organizer*
Roy Jacques, U. of Otago

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**1998 GDO Doctoral Consortium: Crossing the Invisible Border -- Doing Research on Sexual Orientation in the Workplace**

*Belle Rose Ragins, U. of Wisconsin, Milwaukee*

*Panel*
Cliff Cheng, U. Southern California
W. E. Douglas Creed, Boston College
Claudia Harris, North Carolina Central U.
Jeff Mello, Golden Gate U.
Robert Sardy, CSPP-Alameda

Organizers
Bernardo Ferdman, CSPP-San Diego
Ana Maria Reyes, U. of Pennsylvania

Panel
Cliff Cheng, U. of Southern California
Elena Ai-Yuan, U. of Pennsylvania
Nancie C. Zane, U. of Pennsylvania
Karen Proudford, Morgan State U.

1998 GDO Doctoral Consortium Reception

Sponsored by the U. of Otago & GDO

Organizer
Rosemary Booth, UNC Charlotte

Teaching Workshop: Effective Use of Field Assignments, Computers, and Distance Learning

Preregister for this activity with Jacqueline S. Zinn at 215-204-1684 , by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

Chair
John A. Valentine, U. of Central Florida

Presenters
David L. Deeds, Temple U.
E. Jose Proenca, Widener U.
Kenneth R. White, Virginia Commonwealth U., Medical College of Virginia

Research Partnerships: Forging Links Between Academia and Practice

Preregister for this activity with Jacqueline S. Zinn at 215-204-1684 , by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

Presenters
John D. Blair, Texas Tech U.
Montague Brown, Arizona State U.
Reuben R. McDaniel, Jr., U. of Texas, Austin

Health Care Management

Continental Breakfast
By invitation only

Organizer
Jacqueline S. Zinn, Temple U.

The Craft of Research: Getting From Idea to Implementation

Preregister for this activity with Jacqueline S. Zinn at 215-204-1684 , by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

Presenters
Barbara Bigelow, Clark U.
Mary L. Fennell, Brown U.
David J. Ketchen, Jr., Louisiana State U.
Reuben R. McDaniel, Jr., U. of Texas, Austin

Breakout Session (Junior Faculty): From Here to Tenure While Living Your Life

Preregister for this activity with Jacqueline S. Zinn at 215-204-1684 , by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

Presenters
Stephen J. O’Connor, U. of Wisconsin, Milwaukee
Ruth A. Anderson, U. of Texas, Austin
William Q. Judge, Jr., U. of Tennessee
2:10pm-3:45pm
Westin
Harbor A

Breakout Group (Doctoral Students): Surviving the Dissertation Process -- Three Perspectives
Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

Presenters
Robert Weech-Maldonado, Pennsylvania State U.
R. Lawrence Van Horn, U. of Rochester
Myron D. Fottler, U. of Alabama, Birmingham

4:00pm-5:00pm
Westin
Harbor A&B

The Call to Serve: Domestic and International Opportunities
Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

Presenters
Kathleen Montgomery, UCLA, Riverside
James Thomas, Pennsylvania State U.
William Aaronson, Temple U.

8:00am-5:00pm
Convention Center
15A

Practitioner Series: Collaborative Research -- An Action Learning Workshop
Sponsored by MED, MC, HR, ODC, CAR, & MH
For details see Jointly Sponsored Activities.

8:30am-5:30pm
Westin
Plaza C

Doctoral Consortium
Preregister with Cheri Ostroff at 602-965-3402, by fax at 602-965-8314 or by email at ostroff@asu.edu.

Organizer
Lynn M. Shore, Georgia State U.

Coordinators
Cheri Ostroff, Arizona State U.
Sandy J. Wayne, U. of Illinois-Chicago
Herbert G. Heneman III, U. of Wisconsin

Presenters
James Breaugh, U. of Missouri, St Louis
John A. Fossum, U. of Minnesota
Rodger Griffith, Georgia State U.
John R. Hollenbeck, Michigan State U.
Ken G. Smith, U. of Maryland
Anne S. Tsui, Hong Kong U. of Science and Technology
David Ulrich, U. of Michigan
Robert Vecchio, Notre Dame U.
Angelo S. DeNisi, Texas A&M U.
John E. Delery, U. of Arkansas
Sara Rynes, U. of Iowa
Daniel M. Cable, U. of North Carolina
Marcie A. Cavanaugh, Cornell U.
Jodi Goodman, Purdue U.
Miguel A. Quinones, Rice U.
J. Michael Geringer, California Polytechnic Institute
Eduardo Salas, Navy Air Warfare Center
Arup Varma, Loyola U.
Raymond A. Noe, Michigan State U.
Robert G. Folger, Tulane U.

9:00am-12:00n
Westin
Plaza B

Information Technology: Teaching Challenges and Research Opportunities
Organizer
Lynn M. Shore, Georgia State U.

Coordinators
Diana L. Deadrick, Old Dominion U.
Kevin J. Williams, State U. of New York, Albany
Panel
Randall B. Dunham, U. of Wisconsin, Madison
Donald Gardner, U. of Colorado, Colorado Springs
Mary R. Watson, Vanderbilt U.
Kevin J. Williams, State U. of New York, Albany
Denise Potosky, Penn State Great Valley

Junior Faculty Consortium
The fee for participation is $30.00. Preregister with Mark A. Huselid at 732-445-5445, by fax at 732-494-4619 or email at huselid@rci.rutgers.edu.

Organizer
Lynn M. Shore, Georgia State U.

Coordinators
Mark A. Huselid, SMLR Rutgers U.
Debra J. Cohen, George Washington U.
Patrick M. Wright, Cornell U.

Presenters
James Breaugh, U. of Missouri St. Louis
Rodger Griffith, Georgia State U.
John R. Hollenbeck, Michigan State U.
Ken G. Smith, U. of Maryland
Anne S. Tsui, Hong Kong U. of Science and Technology
David Ulrich, U. of Michigan
Robert Vecchio, Notre Dame U.
Wayne A. Hochwarter, U. of Alabama
Ellen Ernst Kossek, Michigan State U.
Teresa J. Rothausen, Texas A&M U.
Robert L. Heneman, Ohio State U.
M. Susan Taylor, U. of Maryland
Barry A. Gerhart, Vanderbilt U.
John Paul MacDuffie, Wharton
Gary C. McMahan, U. of Texas, Arlington

Joint Session Junior Faculty and Doctoral Consortium

Organizer
Lynn M. Shore, Georgia State U

Workplace Trends: Research Challenges and Opportunities

Organizer
Lynn M. Shore, Georgia State U.

Coordinators
Diana L. Deadrick, Old Dominion U.
Kevin J. Williams, State U. of New York, Albany

Panel
Robert L. Cardy, Arizona State U.
Thomas Ruddy, Xerox Corporation
Greg L. Stewart, Vanderbilt U.
David Ulrich, U. of Michigan

What Matters Most in International HRM Research and Practice

Organizer
Lynn M. Shore, Georgia State U.

Coordinators
Herman Aguinis, U. of Colorado-Denver
Diana L. Deadrick, Old Dominion U.
Kevin J. Williams, State U. of New York, Albany

Presenters
Wayne F. Cascio, U. of Colorado-Denver
Peter J. Dowling, U. of Tasmania
Mark E. Mendenhall, U. of Tennessee-Chattanooga
Susan C. Schneider, Universite de Geneve

OMT/BPS/OB/HR Preconference Social Hour
Sponsored by OMT, BPS, OB, & HR
For details see Jointly Sponsored Activities.

Joint Reception Junior Faculty and Doctoral Consortium

Organizer
Lynn M. Shore, Georgia State U
INTERNATIONAL MANAGEMENT

Social Network Research in Organizational Studies

Sponsored by RM & IM
For details see Jointly Sponsored Activities

Junior Faculty Consortium
Preregister with Stephen E. Weiss at 416-736-2100 X 30250 or email at sweiss@bus.yorku.ca

Organizer
Stephen E. Weiss, York U.

Panel
Schon Beechler, Columbia U.
John D. Daniels, U. of Richmond
Jose de la Torre, UCLA
Pierre Dussage, Centre HEC-ISA
Jan Hack Katz, Cornell U.
Jill Kleinberg, U. of Kansas
Vladimir Pucik, IMD
Mary Ann Von Glinow, Florida International U.
Benjamin Shaw, Bond U.

Internet-Based Teaching of Global, Technological and Environmental Issues: A Workshop for Web-Shy Faculty

Sponsored by IM & MED
For details see Jointly Sponsored Activities

Exploring the Domain of International Management

Organizer
Jean J. Boddewyn, Baruch College CUNY

Presenters
Jean J. Boddewyn, Baruch College CUNY
Farok J. Contractor, Rutgers U.
Nakiye A. Boyacigiller, San Jose State U.

Reception for IM Doctoral and Junior Faculty Consortia Members
For consortia members and guests only.
Preregister for this activity with Stephen Weiss at sweiss@bus.yorku.ca or with Joseph L. C. Cheng at jlcheng@uiuc.edu.

Organizers
Stephen E. Weiss, York U.
Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

Doctoral Consortium
Preregister for this activity with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at jlcheng@uiuc.edu.

Organizer
Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

Panel
Christopher Bartlett, Harvard Business School
P. Christopher Earley, London Business School
James R. Lincoln, U. of California Berkeley
Edward Miller, U. of Michigan
William G. Mitchell, U. of Michigan
Allan Morrison, U. of Western Ontario

Myles Shaver, New York U.
Sully Taylor, Portland State U.
Eleanor Westney, Massachusetts Institute of Technology.
Srilata Zaheer, U. of Minnesota
**Managerial Consultation**

8:00am-5:00pm  
Convention Center  
15A

**Practitioner Series: Collaborative Research -- An Action Learning Workshop**

_Sponsored by MED, MC, HR, ODC, CAR, & MH_

_For details see Jointly Sponsored Activities._

9:00am-5:00pm  
Marriott South  
Green Room

**The Consulting Process: Diagnostic Tools and Intervention Strategies**

_Pre-registration required: $10 fee to cover the cost of materials for the 1 and a 1/2 day workshop. Pre register with Marilyn E. Harris at 313-393-5163 by fax at 313-393-5163 or email at marilyn.harris@cmich.edu._

_Organizers_

Marilyn E. Harris, Central Michigan U.  
Georges Trepo, Ecole des hautes Etudes Commercial, France

_Presenters_

Terry Armstrong, U. of West Florida  
Marc Bonnet, U. of Lyon, France  
Anthony F. Buono, Bentley College  
Beverly Jones, Mott Community College  
Lynne C. Levesque, Levesque Learning Resources / Emmanuel College  
Charlene D. O’Brien, O’Brien & Associates  
Rickie Moore, U. of Lyon France  
Michael Peron, U. of Lyon, France  
Flemming Pouflet, Copenhagen Business School  
Steven A. Savia, The Sage Group / Institute of Management Consultants  
James Ross Warren, Center for Collaborative Management

1:00pm-3:00pm  
Marriott South  
San Diego C

**A Case Critique Colloquium**

_Sponsored by BPS & MC_

_For details see Jointly Sponsored Activities._

1:00pm-5:00pm  
Marriott South  
Leucadia

**Trains, Training, and Diversity: Intervening on Issues of Difference at an Urban Transit Authority**

_Organizers_

Aaron J. Nurick, Bentley College  
Carole Copeland Thomas, C. Thomas & Associates / Bentley College

3:00pm-5:00pm  
Marriott North  
San Diego C

**Codes of Ethics and Conduct in Consulting Firms**

_Organizer_


_Presenters_

Flemming Pouflet, Copenhagen Business School  
Dudley Smith, Association of Management Consulting Firms

9:00am-6:00pm  
Convention Center  
15A

**Management Education & Development**

8:00am-5:00pm  
Convention Center  
15A

**Practitioner Series: Collaborative Research -- An Action Learning Workshop**

_Sponsored by MED, MC, HR, ODC, CAR, & MH_

_For details see Jointly Sponsored Activities._

8:00am-9:30am  
Marriott South  
Century City

**Leadership and Teamwork**

_Organizer_

Patrick T. Malone, The PAR Group
9:00am-12:30pm  
Sponsored by ONE, CAR, MED, & GDO 

For details see Jointly Sponsored Activities

9:30am-11:00am  
How to Enhance the Effectiveness and Excitement of the Education Process With the Power of Musical Exercises  
Organizer  
Walter J. Wheatley, U. of West Florida

11:00am-12:30pm  
Transforming Your Class Into a Learning Organization: Insights From the Field  
Organizer  
Abdelmagid M. Mazen, Suffolk U.  
Presenter  
Abdelmagid M. Mazen, Suffolk U.

12:30pm-6:30pm  
MED Doctoral Consortium: Making a Difference -- Enhancing Teaching and Learning  
Registration must occur prior to the academy meetings. Preregister with Patricia M. Fandt at 253-692-5633, by fax at 253-692-4424, or email at pmfandt@u.washington.edu. The consortium is designed for NEW doctoral students who have completed one year or are just beginning to teach. The consortium is open to all AOM members and not just MED Division members.  
Organizer  
Patricia M. Fandt, U. of Washington, Tacoma  
Facilitators  
Jill Purdy, U. of Washington, Tacoma  
Jeff Mello, Golden Gate U.  
Gordon Dehler, U. of Dayton

2:00pm-3:30pm  
Integrating Group Systems Technology Into Management Development Programs  
Organizer  
John E. Park, Penn State U.  
Presenter  
Stephen B. King, Penn State U.

2:00pm-3:30pm  
Content-Based Management Education for Non-Native English Speaking Students: Yes, It Can Be Done  
Organizer  
Kathleen J. Powers, Willamette U.  
Presenter  
Lora Yasen, Tokyo International U. of American

2:00pm-5:00pm  
Internet-Based Teaching of Global, Technological and Environmental Issues: A Workshop For Web-Shy Faculty  
Sponsored by IM & MED  
For details see Jointly Sponsored Activities

3:30pm-5:00pm  
How a Practitioner-Mentor Program Can Create On-Going Experiential Learning Outside the Classroom  
Organizer  
Chris Meisenhelter, York College of Pennsylvania  
Presenter  
Mary Meisenhelter, York College of Pennsylvania

4:00pm-5:30pm  
Managing Group Processes in the Diaspora: The Internet and the Non-Traditional Student  
Organizers  
Peggy A. Golden, Florida Atlantic U.  
Jerald R. Smith, Florida Atlantic U.
**MANAGEMENT HISTORY**

8:00am-5:00pm
Convention Center 15A

**Practitioner Series: Collaborative Research -- An Action Learning Workshop**

*Sponsored by MED, MC, HR, ODC, CAR, & MH*

*For details see Jointly Sponsored Activities.*

1:00pm-2:00pm
Convention Center 17B

**New Member Workshop: Introduction to the Academy of Management and the Management History Division**

*Chair*
Jane Whitney Gibson, Nova Southeastern U.

*Presenters*
Richard M. Hodgetts, Florida International U.
Paula Phillips Carson, U. of Southwestern Louisiana

2:00pm-3:00pm
Convention Center 17B

**Doctoral Student and Junior Faculty Workshop: Managing the Professional Conference Experience**

*Chair*
Jorge M. Herrera, Nova Southeastern U.

*Presenters*

*Time Management: Planning an Effective Schedule*
Jane Whitney Gibson, Nova Southeastern U.

*Navigating the Program: Papers, Interactive Sessions, Symposia, and Such*
Regina A. Greenwood, Kettering U.

*Volunteering: Papers, Reviewers, Chairs, Discussants*
Alfred A. Bolton, Averett College

3:15pm-4:45pm
Convention Center 17B

**Doctoral Student Workshop: Managing the Dissertation Process**

*Chair*
John C. Hannon, Florida Institute of Technology

*Recent Graduates*
Regina A. Greenwood, Kettering U.

*Dissertation Chairs*
Richard L. Kelsey, Nova Southeastern U.
Richard M. Hodgetts, Florida International U.

**MANAGERIAL & ORGANIZATIONAL COGNITION**

8:00am-3:30pm
Marriott South
Encinitas, Business Ste 1, & Exec Conf Rm

**Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, & MOC*

*For details see Jointly Sponsored Activities*

3:30pm-5:00pm
Marriott South Torrance

**Three Conversations to Build Theory About Organizational Action**

*Sponsored by BPS, OMT, & MOC*

*For details see Jointly Sponsored Activities*
**Technology and Teaching: Implications for the Future of the Management Classroom**

*Organizer*
Joseph E. Garcia, Western Washington U.

*Presenters*
Randall B. Dunham, U. of Wisconsin, Madison
Robert D. Marx, U. of Massachusetts, Amherst
Guido H. Slangen, Rensselaer Polytechnic Institute, Hartford
Randall G. Sleeth, Virginia Commonwealth U.
Joan L. Weiner, Drexel U.

**OB/OMT Junior Faculty Consortium**
8:00am-7:00pm
Westin Santa Fe

*Sponsored by OB & OMT*
For details see Jointly Sponsored Activities.

**The Craft of Editing**
12:30pm-2:30pm
Marriott South Los Angeles

*Sponsored by OMT, BPS, RM, & OB*
For details see Jointly Sponsored Activities

**Faculty Forum: Well-Being in the 21st Century**
3:00pm-5:00pm
Westin Coronado

*Preregistration is encouraged, but not required. Please contact Maureen Ambrose at 303-492-8966 or email at Maureen.Ambrose@colorado.edu for additional information and to preregister.*

*Organizer*
Maureen Ambrose, U. of Colorado, Boulder

*Panel*
Jeffrey R. Edwards, U. of North Carolina
Daniel Ilgen, Michigan State U.
Debra L. Nelson, Oklahoma State U.
Thomas A. Wright, U. of Nevada, Reno

*Presenters*
Steven Sauter, National Institute for Occupational Safety and Health
Lois Tetrick, U. of Houston
James Campbell Quick, U. of Texas, Arlington

**OB/OMT/ODC Ph.D. Consortium**
8:00am-5:00pm
Westin Library

*Sponsored by OMT, OB, & ODC*
For details see Jointly Sponsored Activities.

**Not-So-Junior Faculty Mid-Career Forum**
8:00am-5:30pm
Westin Sierra

*Preregistration is encouraged: Please contact Carol T. Kulik, 602-965-8218 (carol.kulik@asu.edu), or Steven Sommer, 402-472-2314 (ssommer@unlinfo.unl.edu).*

*Sponsored by OB*

*Organizers*
Carol T. Kulik, Arizona State U.
Steven M. Sommer, U. of Nebraska, Lincoln

*Presenters*
Susan J. Ashford, U. of Michigan
Barry M. Staw, U. of California, Berkeley
Jean M. Bartunek, Boston College
Richard T. Mowday, U. of Oregon
Peter J. Frost, U. of British Columbia
Cynthia Fukami, U. of Denver
J. Keith Murnighan, Northwestern U.

Greg R. Oldham, U. of Illinois, Urbana-Champaign
David Krackhardt, Carnegie Mellon U.
E. Allan Lind, Duke U.
Gregory B. Northcraft, U of Illinois, Urbana-Champaign
Karlene H. Roberts, U. of California, Berkeley
**Mentorship**
*Sponsored by OB & SIM*
*For details see Jointly Sponsored Activities.*

**OMT/BPS/OB/HR Preconference Social Hour**
*Sponsored by OMT, BPS, OB, & HR*
*For details see Jointly Sponsored Activities.*

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### ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

**TIM/OCIS Doctoral Student Consortium**
*Sponsored by TIM & OCIS*
*For details see Jointly Sponsored Activities.*

**OCIS/TIM Junior Faculty Consortium: Perspectives on Academe**
*Sponsored by OCIS & TIM*
*For details see Jointly Sponsored Activities.*

**OCIS Mid-Career Workshop**
*Preregister with Robert W. Zmud at 850-644-4713, by fax at 850-644-8225 or by email at bzmun@cob.fsu.edu.*

**Organizer**
Robert W. Zmud, Florida State U.

**Facilitators**
Calvin Downs, U. of Kansas
Janet Fulk, U. of Southern California
M. Scott Poole, Texas A&M U.
Daniel Robey, Georgia State U.
Arun Rai; Georgia State U.

---

### ORGANIZATION DEVELOPMENT & CHANGE

**What Matters Most in Action Research/Empowering Work: International Perspective**
*Preregister for this activity with Rupert F. Chisholm at 717-948-6052 or by fax at 717-948-6320.*

**Organizer**
Rupert F. Chisholm, Pennsylvania State U., Harrisburg

**Coordinators**
Max Elden, U. of Houston, Clear Lake
Thoralf Ovale, Work Research Institute, Oslo

**OB/OMT/ODC Ph.D. Consortium**
*Sponsored by OMT, OB, ODC*
*For details see Jointly Sponsored Activities.*

**Practitioner Series: Collaborative Research -- An Action Learning Workshop**
*Sponsored by MED, MC, HR, ODC, CAR, & MH*
*For details see Jointly Sponsored Activities.*
### Operations Management

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<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>8:00am-5:00pm</td>
<td>1998 OM Division Doctoral Student Consortium</td>
<td>Balboa</td>
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<tr>
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<td><strong>Preregistration</strong>&lt;br&gt;Preregister with Cecil C. Bozarth at 919-515-4511, by fax at 919-515-6943 or email at <a href="mailto:Cecil.Bozarth@ncsu.edu">Cecil.Bozarth@ncsu.edu</a>.</td>
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<tr>
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<td><strong>Organizer</strong>&lt;br&gt;William L. Berry, The Ohio State U.&lt;br&gt;Cecil C. Bozarth, North Carolina State U.</td>
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### Organization & Management Theory

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<tr>
<td>8:00am-5:00pm</td>
<td>OB/OMT/ODC Ph.D. Consortium</td>
<td>Marriott Library</td>
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<td><strong>Sponsored by OMT, OB, &amp; ODC</strong>&lt;br&gt;For details see Jointly Sponsored Activities.</td>
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<th>Time</th>
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<tr>
<td>8:00am-3:30pm</td>
<td>Three Conversations to Build Theory About Organizational Action</td>
<td>Marriott South&lt;br&gt;Enchinitas, Business Ste 1, &amp; Exec Conf Rm</td>
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<td><strong>Sponsored by BPS, OMT, &amp; MOC</strong>&lt;br&gt;For details see Jointly Sponsored Activities.</td>
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<tr>
<td>8:00am-7:00pm</td>
<td>OB/OMT Junior Faculty Consortium</td>
<td>Marriott South&lt;br&gt;Santa Fe</td>
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<td><strong>Sponsored by OB &amp; OMT</strong>&lt;br&gt;For details see Jointly Sponsored Activities.</td>
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<th>Time</th>
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<tbody>
<tr>
<td>12:30pm-2:30pm</td>
<td>The Craft of Editing</td>
<td>Marriott South&lt;br&gt;Los Angeles</td>
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<tr>
<td></td>
<td><strong>Sponsored by OMT, BPS, RM, &amp; OB</strong>&lt;br&gt;For details see Jointly Sponsored Activities.</td>
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### Organizations & the Natural Environment

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<tr>
<th>Time</th>
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<tr>
<td>9:00am-12:30pm</td>
<td>Is Having ‘More’ What Matters Most? A Group Exploration of the Implications of a Simpler Lifestyle: Part Two</td>
<td>Marriott South&lt;br&gt;Torrance</td>
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<td></td>
<td><strong>Sponsored by ONE, CAR, MED, &amp; GDO</strong>&lt;br&gt;For details see Jointly Sponsored Activities.</td>
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<th>Time</th>
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<tr>
<td>3:00pm-5:00pm</td>
<td>Endangered Species and Captive Breeding Programs at the San Diego Zoo: A Behind-the-Scenes Tour With Animal Care and Habitat Enrichment Staff</td>
<td>San Diego Zoo</td>
</tr>
<tr>
<td></td>
<td>The Director of the San Diego Zoo has agreed to waive the cost of admission to the Zoo (which is open until 10pm) for AOM members who participate in this session. It should provide a unique opportunity to learn about the social behavior and emotional lives of several endangered species. Preregister for this activity with John M. Jermier: <a href="mailto:jerri@groucho.bsn.usf.edu">jerri@groucho.bsn.usf.edu</a>.</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>Organizers</strong>&lt;br&gt;John M. Jermier, U. of South Florida&lt;br&gt;Frances R. Westley, McGill U.</td>
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### Research Strategies for Studying Organizational Foundings

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<tr>
<td>1:00pm-4:00pm</td>
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<td>Marriott South&lt;br&gt;Warner Center</td>
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### Three Conversations to Build Theory About Organizational Action

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### OMT/BPS/ODC/HR Preconference Social Hour

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<tr>
<td>5:30pm-7:00pm</td>
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<td>Marriott North&lt;br&gt;San Diego C</td>
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### Endangered Species and Captive Breeding Programs at the San Diego Zoo: A Behind-the-Scenes Tour With Animal Care and Habitat Enrichment Staff

The Director of the San Diego Zoo has agreed to waive the cost of admission to the Zoo (which is open until 10pm) for AOM members who participate in this session. It should provide a unique opportunity to learn about the social behavior and emotional lives of several endangered species. Preregister for this activity with John M. Jermier: jerri@groucho.bsn.usf.edu.

**Organizers**
John M. Jermier, U. of South Florida
Frances R. Westley, McGill U.
Strategies for Prolific Researchers
Preregister for this activity with Maria L. Nathan at 210-458-5779 by fax at 210-458-5783 or by email at nathan.utsa.edu.
Organizer
Maria L. Nathan, U. of Texas, San Antonio
Panel
Joseph J. Galaskiewicz, U. of Minnesota
Paul C. Nutt, Ohio State U.
John M. Bryson, U. of Minnesota
Keith G. Provan, U. of Arizona

Service-Learning/Service-Activity
Organizers
Rikki Abzug, New York U.
Laurie N. DiPadova, U. of Utah
Dennis R. Briscoe, U. of San Diego
Judy Rauner, U. of San Diego,
Facilitator
Edward Zlotkowski, American Association of Higher Education

Articulating Your Philosophy of Teaching
Preregister for this activity with Maria L. Nathan at 210-458-5779 by fax at 210-458-5783 or by email at nathan.utsa.edu
Organizer
Maria L. Nathan, U. of Texas, San Antonio
Panel
Peter J. Frost, U. of British Columbia
Danny L. Balfour, Grand Valley State U.
Melissa M. Stone, U. of Minnesota

Social Network Research in Organizational Studies
8:30 am-5:00 pm
Convention Center 14A
Sponsored by RM & IM
For details see Jointly Sponsored Activities.
Organizer
Dvora Yanow, California State U.
Presenters
Dvora Yanow, California State U.
Ralph S. Brower, Florida State U.
Mary Yoko Brannen, U. of Michigan

The Craft of Editing
12:30-3:00 pm
Marriott South
Los Angeles
Sponsored by OMT, BPS, RM, OB
For details see Jointly Sponsored Activities.

Research Strategies for Studying Organizational Foundings
2:00-4:00 pm
Marriott South
Santa Rosa
Sponsored by RM, OMT, & ENT
For details see Jointly Sponsored Activities.
Organizer
Pushkala Prasad, U. of Calgary
Presenters
Brad Jackson, U. of Calgary
Anshuman Prasad, U. of New Haven
Teaching Ethnography

Organizer
Robert P. Gephart, U. of Alberta

Presenter
John Van Maanen, Massachusetts Institute of Technology

Social Issues in Management

Doctoral Consortium
By invitation only.

Coordinators
Gerry Keim, Texas A&M U.
Craig P. Dunn, San Diego State U.

Presenters
Lee Burke, George Washington U.
R. Edward Freeman, U. of Virginia
Kathleen Getz, American U.
Thomas Jones, U. of Washington
Jeffrey Lenn, George Washington U.
John F. Mahon, Boston U.
Douglas A. Schuler, Rice U.
Linda Klebe Trevino, Pennsylvania State U.
Richard E. Wokutch, Virginia Tech
Donna J. Wood, University of Pittsburgh

Faculty Workshop: Renewing/Recreating SIM for the New Millennium

Sponsored by SIM

Coordinators
Nancy Kurland, U. of Southern California
Lawrence J. Lad, Butler U.
Stephanie Lenway, U. of Minnesota
Sandra Waddock, Boston College

Presenters
Edward M. Epstein, St. Mary’s College of California
Stephanie Lenway, U. of Minnesota
Sandra Waddock, Boston College

Facilitators
Melissa Baucus, Utah State U.
Terri Egan, Pepperdine U.
Robert G. Folger, Tulane U.

Mentorship

Sponsored by OB & SIM

For details see Jointly Sponsored Activities.


Sponsored by SIM

Welcoming Reception

Hosted by the Center for Corporate Community Relations, Boston College

Coordinator
Linda Klebe Trevino, Pennsylvania State U.

Technology & Innovation Management

TIM/OCIS Doctoral Student Consortium

Sponsored by TIM & OCIS

For details see Jointly Sponsored Activities.

OCIS/TIM Junior Faculty Consortium: Perspectives on Academe

Sponsored by OCIS & TIM

For details see Jointly Sponsored Activities.
Sunday, August 9

ALL-CONVENTION ACTIVITIES

9:00 am - 5:00 pm  
Marriott North  
Marriott North Hall
 Registration
 Executive Director  
Nancy Urbanowicz, Academy of Management

9:00 am - 3:00 pm  
Marriott North  
Marriott Hall
 What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?  
Director of Membership  
Carolyn Wiley, Georgia State U.

9:00 am - 12:00 pm  
Marriott North  
Marriott Hall Foyer
 Placement  
Open to receive forms and to distribute books listing pre-registered applicants and positions.  
Director of Placement  
Charlotte Sutton, Auburn U.

12:00 pm - 5:00 pm  
Marriott North  
Marriott Hall
 Exhibits  
Director of Publisher Relations and Exhibits Coordinator  
Philip B. Stone, GT Enterprises
 Refreshment break at :  pm

12:00 pm - 5:00 pm  
Marriott North  
Marriott Hall Foyer
 Placement  
Director of Placement  
Charlotte Sutton, Auburn U.

2:00 pm - 4:00 pm  
Marriott South  
Boardroom
 Global Networking Hospitality Suite: Connecting Across Borders  
Join us for international networking. The suite is intended to give non-N. American participants a place to meet colleagues. Everyone is encouraged to drop by for refreshments and to discuss international teaching, research, funding, and other issues of interest in the international arena. This is a perfect place to meet colleagues, Board members, International Program Committee members, and established International academics.

Hosts  
Daria Kirby, U. of Pittsburgh  
Betty Jane Punnett, U. of the West Indies / U. of Windsor  
Diana Wong, Marquette U.

All-Academy Business Meeting
 Address by Distinguished Executive, Andrew S. Grove, CEO of Intel Corporation  
Andrew S. Grove taught physics at Berkeley and teaches business strategy at Stanford. He has published 40 articles and a book on semiconductors, three books on management, and many articles in newspapers and magazines. During 1997, he gave the keynote speech at the World Economic Forum, he received the Cinema Digital Technologies Award at Cannes, and he was named “CEO of the Year” by CEO Magazine, “Technology Leader of the Year” by Industry Week, and “Man of the Year” by Time Magazine.

Presiding  
William H. Starbuck, New York U.

Distinguished Executive  
Andrew S. Grove, Intel Corporation

7:00 pm - 9:00 pm  
Marriott North  
Marina Terrace
 All-Academy Reception  
Courtesy of The Free Press and Indiana U., Kelley School of Business

9:00 pm - 12:30 am  
Marriott North  
Bayside Pavilion
 All-Academy Dance

9:00 pm - 11:00 pm  
Marriott North  
Manchester 2
 Barnard Society  
Facilitator  
Paul C. Godfrey, Brigham Young U.

31
ALL-ACADEMY SYMPOSIAS: “WHAT MATTERS MOST”

1:00 pm - 2:50 pm
Marriott South
Marina G

Peace Matters Most
The purpose of this symposium is to challenge Academy members to raise their sights beyond the normal boundaries of their professional experiences. We begin with the question: How can our theories of management and organization inform peace processes around the world? Three presenters share their experiences in working with the Palestine Liberation Organization, the United Nations project on Crisis Countries, and the United Religions Initiative. The audience will be invited to vicariously experience this type of work by responding to three scenarios, similar to those faced by the presenters.

Chair
Nancy Roberts, U. S. Naval Postgraduate School

Facilitator
Frank Joseph Barrett, U. S. Naval Postgraduate School

Metaphors of Peace
J. B. Ritchie, Brigham Young U.

Stakeholder Collaboration and Planning in Crisis Countries
Nancy Roberts, U. S. Naval Postgraduate School

United Religious Initiative
David L. Cooperrider, Case Western Reserve U.

3:10 pm - 5:00 pm
Marriott South
Marina G

“What Matters Most: Management’s New Paradigm” An Address by Peter F. Drucker
Peter Drucker, will present his perspective on “What Matters Most” in relation to the discipline and practice of management in the millennium. He will discuss the new assumptions that underlie the discipline and practice of management and management’s paradigm shift. Warren Bennis and Steven Kerr will comment on Drucker’s remarks, followed by discussion and questions from the participants and the audience.

Chair
Richard M. Hodgetts, Florida International U.

Distinguished Speaker
Peter F. Drucker, Claremont Graduate

Discussants
Warren Bennis, U. of Southern California
Steven Kerr, GE Management Development Institute

ACADEMY GOVERNANCE MEETINGS

7:30 am - 12:00 pm
Marriott South
Oceanside

Board of Governors Meeting
Presiding
William H. Starbuck, New York U.

International Programs Committee Meeting
Presiding
Betty Jane Punnett, U. of the West Indies / U. of Windsor

Current (1997-98) Chairpersons of Divisions and Interest Groups
Presiding
Anne Sigismund Huff, U. of Colorado / Cranfield U.

Current (1997-98) Program Chairpersons
Presiding
David A. Whetten, Brigham Young U.

People of Color Committee Meeting
Presiding
Stella Nkomo, U. of North Carolina, Charlotte

Incoming (1998-99) Chairpersons of Divisions and Interest Groups
Presiding
David A. Whetten, Brigham Young U.
Incoming (1998-99) Program Chairpersons

Presiding
Andrew H. Van de Ven, U. of Minnesota

Incoming (1998-99) Professional Development Workshop (“Pre-Conference”) Chairpersons

Presiding
Jean M. Bartunek, Boston College

Newsletter Editors for Professional Divisions and Interest Groups

Presiding
JoAnn Duffy, Sam Houston State U.

Officers of Regional Academy of Management Associations

Presiding
Tim O. Peterson, TOPerformance

Officers of the Midwest Academy of Management

Presiding
Brian P. Niehoff, Kansas State U.

Officers of the Southern Academy of Management

Presiding
Chester A. Schriesheim, U. of Miami

Officers of the Southwest Academy of Management

Presiding
Tim O. Peterson, TOPerformance

Officers of the Western Academy of Management

Presiding
Joan Dahl, California State U., Northridge

Orientation for New Members

Presiding
Carolyn Wiley, Georgia State U.

EDITORIAL BOARD MEETINGS

Organization Science, Senior Editors

Presiding
Arie Y. Lewin, Duke U.

Journal of Management Inquiry

Presiding
Paul M. Hirsch, Northwestern U.

Group & Organization Management

Presiding
P. Christopher Earley, Indiana U., Bloomington

Management

Presiding
Bernard Forgues, IAE, Tours

Journal of Occupational Health Psychology

Presiding
James Campbell Quick, U. of Texas, Arlington

Organization

Presiding
Rosemary Nixon, SAGE Publications, Inc.
Linda Smircich, U. of Massachusetts
Marta B. Calás, U. of Massachusetts, Amherst
Michael Reed, U. of Lancaster
Gibson Burrell, U. of Warwick
<table>
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<th>Time</th>
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| 2:30 pm - 3:30 pm | **Academy of Management Executive**  
                **Presiding** Hugh M. O’Neill, U. of North Carolina, Chapel Hill |
| 2:30 pm - 3:30 pm | **Academy of Management Journal**  
                **Presiding** Anne S. Tsui, Hong Kong U. of Science and Technology |
| 2:30 pm - 3:30 pm | **Academy of Management Review**  
                **Presiding** Ken G. Smith, U. of Maryland |
| 2:30 pm - 3:30 pm | **Journal of Management Education**  
                **Presiding** Diana Bilimoria, Case Western Reserve U. |
| 3:30 pm - 5:00 pm | **Journal of Management Education Reception**  
                **Presiding** Diana Bilimoria, Case Western Reserve U. |
| 4:00 pm - 5:30 pm | **Administrative Science Quarterly**  
                **Presiding** Christine Oliver, York U. |
| 4:00 pm - 5:30 pm | **Journal of Management**  
                **Presiding** Robert Vecchio, U. of Notre Dame |
| 4:00 pm - 5:30 pm | **Organization Science Editorial Review Board Meeting Reception**  
                **Presiding** Arie Y. Lewin, Duke U. |

### Broad Appeal Activities

- **Critical Management Studies: Continental Breakfast**  
  For more information on the Critical Management Studies workshop or to preregister contact Paul S. Adler at 818-981-0115, by fax at 818-981-0116 or email at padler@usc.edu.  
  Sponsored by CM, ENT, HRM, IM, MED, MG, MH, OR, ORG, OM, OMT, ONE, PNS, RM, SIM, TIM, & GDO  
  Organizer Paul S. Adler, U. of Southern California

- **Critical Management Studies: Workshop Meeting**  
  For more information on the Critical Management Studies workshop or to preregister contact Paul S. Adler at 818-981-0115, by fax at 818-981-0116 or email at padler@usc.edu. There will be a fee to help cover catering costs.  
  Sponsored by CM, ENT, HRM, IM, MED, MG, MH, MOC, OB, ODC, OM, OMT, ONE, PNS, RM, SIM, TIM, & GDO  
  Organizer Paul S. Adler, U. of Southern California

- **Exploring Academy Transformation Through E-media**  
  E-media is changing the ways in which we work, research and teach. This session will explore the various e-media initiatives underway, and possible guidelines for coordinating these activities. For the Academy mandate on e-media, please visit [http://www.aom.pace.edu/emedia/](http://www.aom.pace.edu/emedia/).  
  Sponsored by the Board Of Governors.  
  Organizers Roger Dunbar, New York U.  
  Raghupati Garud, New York U.  
  Alan B. Eisner, Pace U.  
  Charles Wankel, St. John’s U.
Participants
David J. Ackerman, Seattle U.
Neal M. Ashkanasy, U. of Queensland
Scott J. Behson, State U. of New York, Albany
Charles Booth, U. of the West of England
John W. Boudreau, Cornell U.
Michele Aglaganian Bowring, U. of Alberta
Philip L. Cochran, Pennsylvania State U.
Gary Coombs, Ohio U.
Elizabeth Cooper, U. of Rhode Island
David Coursey, Florida State U.
Pablo Martin de Holan, McGill U.
Carolyn R. Dexter, Pennsylvania State U., Harrisburg
Craig P. Dunn, San Diego State U.
Mark A. Fuller, Baylor U.
Jeffrey Goldberg, Cranfield U.
Hugh P. Gunz, U. of Toronto
Richard Karash, Learning-Org
Jerry Katz, Saint Louis U.
Scott W. Kunkel, U. of San Diego
Dwight Lemke, Griffith U.
Joan D. Mahoney, Montclair State U.
Terrell Manyak, Nova Southeastern U.
Luis L. Martins, U. of Connecticut
Paul Meising, State U. of New York, Albany
German Otalora-Bay, EGADE ITESM, Monterrey
Steven E. Phelan, La Trobe U., Melbourne
Terry T. Rock, Texas Tech U.
Tagi Sagafi-nejad, Loyola College, Maryland
Sandor P. Schuman, State U. of New York, Albany
David C. Snook-Luther, U. of Wyoming
William A. Sodeman, Prosoft I-Net Solutions
Gay L. Spencer, Ohio State U.
Robert Stephens, U. of Texas, Brownsville
Karen E. Volkman, State U. of New York, Plattsburg
Charles R. Williams, Texas Christian U.
B. J. Zirger, U. of Cincinnati

Ask the Academy Editors:
Demystifying Article Submission and Review
8:00am-10:00am
Marriott South
Marina E

Open to everyone.
Organizers
Anne S. Tsui, Hong Kong University of Science and Technology
Ken G. Smith, U. of Maryland
Hugh M. O’Neill, U. of North Carolina, Chapel Hill

The Development of Management Theory and Practices in China

9:00am-12:00n
Marriott South
Coronado

Sponsored by Asia Academy of Management

Co-Chair
SiWei Cheng, National Natural Science Foundations
Chung-Ming Lau, Chinese U. of Hong Kong

A Brief Review of Management Sciences in China
Siwei Cheng, National Natural Science Foundation of China

The Transformation and Development of China’s Financial System
Fengming Song, Tsinghua U.

The Current Situation and Problems of Study on Technological Innovation Strategy in China
Weixuan Xu, Chinese Academy of Sciences

Development of Behavioral Sciences in China
Long Chen, Chinese Academy of Sciences

Some Progress of Operations Research in China
Shouyang Wang, National Natural Science Foundation of China

Industry Restructuring and Mergers of Firms: Research and Practice in China
Hongmin Chen, Shanghai Jiaotong U.
JOINTLY SPONSORED ACTIVITIES

8:00am-12:00n
Convention Center

Practitioner Series: Collaborative Research -- An Action Learning Workshop
The Series begins Saturday at 8:00am and finishes at 12n on Sunday. Participants are invited to bring actionable research questions to the Series. Required pre-work and reading will be posted on the Academy website. Preregister for the day and a half Series with Daniel F. Twomey at 973-443-8802, by fax at 973-443-8506 or by email at dtwomey@fdusvr1.fdu.edu.

Sponsored by MED, ODC, MC, HR, CAR, & MH

Organizers
Daniel F. Twomey, Fairleigh Dickinson U.
Jeanna Wirtenberg, Public Service Electric & Gas
Peter Roche, London, Perret, Roche Group
Daniel Kowalski, Department of Veteran’s Affairs
Kim A. Steckley, Hoffman-LaRoche Inc.
Marlow Christensen, Fairleigh Dickinson U.
Collette Thomas, AT&T

Facilitators
Jeanna Wirtenberg, Public Service Electric and Gas
Monica McGrath, Public Service Electric and Gas
George L. Roth, Massachusetts Institute of Technology
Drew L. Harris, Fairleigh Dickinson U.
William K. Hengen, Jr, Cypress Consulting International
William Snyder, Social Capital Group

8:00am-12:00n
Convention Center

Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM

Organizer
Mary F. Sully de Luque, U. of Nebraska, Lincoln

Facilitator
Mary F. Sully de Luque, U. of Nebraska, Lincoln

Presenters
Jennifer A. Chatman, U. of California, Berkeley
Cristina B. Gibson, U. of Wisconsin, Madison
Fred Luthans, U. of Nebraska, Lincoln
Gail Pesyna, Sloan Foundation
Judy Sloan, Citicorp Behavioral Science Research Council
S. Michael Camp, Kauffman Foundation
Workshop on Innovative Uses of New Information Technologies to Extend the Management Classroom

Preregister with JoAnne Yates at 617-253-7157, by fax at 617-253-2660, or by email at jyates@mit.edu

Sponsored by OCIS & MED

Organizer
JoAnne Yates, Massachusetts Institute of Technology

Panel
Gerardine DeSanctis, Duke U.
Paul J. A. van Vliet, U. of Nebraska, Omaha
Leah Pietron, U. of Nebraska, Omaha
George Marakas, U. of Maryland
C. Suzanne Iacono, Boston U.
Nancy Berger, George Washington U.

Facilitators
Thomas Bryant, Brock U.
Brian Butler, Carnegie Mellon U.
Charles A. Morrissey, Pepperdine U.

OB/OMT Junior Faculty Consortium

$50.00 Fee, must be current OB or OMT members, must have held an assistant professor position for 1-4 years, must have applied for the session and been accepted. Preregister for this activity with Blake E. Ashforth at 602-965-0917, by fax at 602-965-8314 or by email at Blake.Ashforth@asu.edu, or Gerald F. Davis, 415-321-2052, gerald.davis@casbs.stanford.edu

The workshop runs from 6pm Friday until 12n Sunday.

Sponsored by OB & OMT

Organizers
Blake E. Ashforth, Arizona State U.
Tina Dacin, Texas A&M U.
Gerald F. Davis, Columbia U.
Sandra L. Robinson, U. of British Columbia

Presenters
Max H. Bazerman, Northwestern U.
Janet M. Dukerich, U. of Texas at Austin
Jane Dutton, U. of Michigan
Herminia Ibarra, Harvard U.
David L. Kang, Harvard U.
Roderick M. Kramer, Stanford U.
Christine Oliver, York U.
Walter W. Powell, U. of Arizona
Anat Rafaeli, Hebrew U.
Ken G. Smith, U. of Maryland
Anne S. Tsui, Hong Kong U. of Science and Technology
Michael L. Tushman, Harvard U.

The Soul of Great Teaching -- Espiriting Your Career

Sponsored by MED & ODC

Organizer
Judith A. Neal, U. of New Haven

Presenters
Lee Robbins, Golden Gate U.
Jerry Biberman, U. of Scranton
Michael Whitty, U. of Detroit

The Craft of Reviewing

Sponsored by BPS & OMT

Organizer
Peter J. Lane, Arizona State U.

Presenters
Brian K. Boyd, Arizona State U.
Tina M. Dacin, Texas A&M U.
Rita D. Kosnik, Trinity U.

One Year After: A New Role of Hong Kong in the Emerging China Economy

Sponsored by BPS, IM, & OMT

Organizer
Kam-hon Lee, Chinese U. of Hong Kong
10:00am-12:00n
Marriott South
Del Mar

Interpreting Qualitative Data: The ‘Who’ Matters

Sponsored by RM & OB

Organizer
Karen Golden-Biddle, U. of Alberta

Presenters
Jean M. Bartunek, Boston College
Dennis A. Gioia, Pennsylvania State U.
Karen Golden-Biddle, U. of Alberta
Martin Kilduff, Pennsylvania State U.

Discussant
John Van Maanen, Massachusetts Institute of Technology

8:00am-12:00n
Marriott North
Columbia 3

New Faculty Consortium
Participants must have completed dissertation by September 1996 and must have applied for this session and been accepted. Preregister for this activity with Anju Seth at 217-333-4240 by fax at 217-244-7969 or email at aseth@commerce.cha.uiuc.edu

Chairs
Anju Seth, U. of Illinois, Urbana-Champaign
Margaret Ann Peteraf, U. of Minnesota

Presenters
Donde P. Ashmos, U. of Texas, San Antonio
Marvin Lieberman, U. of California, Los Angeles
Bente Lowendahl, Norwegian School of Management
Louis Thomas, U. of Pennsylvania

7:00am-12:00n
Marriott North
San Diego A

Doctoral Consortium
Preregister for this activity with Julia Porter Liebeskind at 213-740-0749, by fax at 213-740-3382 or by email at liebsk@ref.usc.edu

Sponsored by BPS

Organizers
Jay B. Barney, Ohio State U.
Julia Porter Liebeskind, U. of Southern California

Faculty
William P. Barnett, Stanford U.
Bruce Kogut, U. of Pennsylvania
Anita M. McGahan, Harvard U.
Philip Bromiley, U. of Minnesota
Gordon Walker, Southern Methodist U.
Nicholas Samuel Argyres, U. of Southern California
Jennifer E. Bethel, SEC & Babson College
Timothy Folta, Purdue U.
Mark T. Shanley, Northwestern U.
Javier Gimeno, Texas A&M U.

8:00am-10:00am
Marriott North
Columbia 1

Translating Cases Into Academic Research

Organizer
Anne Ilinitch, U. of North Carolina

Panel
Kenneth E. Aupperle, U. of Akron
David Collis, Yale U.

9:00am-12:00n
Convention Center
14A

Workshop Consortium: Managing Your Dissertation
Preregister for this activity with Gautam Ahuja at 512-471-7526 or by fax at 512-471-3937

Organizer
Gautam Ahuja, U. of Texas, Austin

10:00am-12:00n
Marriott North
San Diego D

One Year After: A New Role of Hong Kong in the Emerging China Economy
Sponsored by BPS, IM, & OMT

For details see Jointly Sponsored Activities.
10:00am-12:00n  
Marriott North  
Columbia 1

The Craft of Reviewing  
Sponsored by BPS & OMT  
For details see Jointly Sponsored Activities.

8:00am-12:00n
Marriott North
Manchester 1&2

1998 Entrepreneurship Division  
Doctoral and New Faculty  
Consortium  
Preregister with William B. Gartner at 213-740-0648 or email at wgartner@marshall.usc.edu

Organizers  
William B. Gartner, U. of Southern California  
Nancy M. Carter, U. of St. Thomas

Presenter  
Rita Gunther McGrath, Columbia U.

8:00am-12:00n  
Convention Center  
15A

Practitioner Series: Collaborative Research -- An Action Learning Workshop  
Sponsored by MED, ODC, MC, HR, C_AR, & MH  
For details see Jointly Sponsored Activities

8:00am-10:00am  
Marriott South  
Warner Center

Venture Capital Around the World: Building an International Research Team  
Organizer  
Garry D. Bruton, Texas Christian U.

Presenters  
Sophie Manigart, U. of Ghent  
Vance Fried, Oklahoma State U.  
Wan Chun Cheong, Chinese U. of Hong Kong

9:00am-12:00n  
Convention Center  
7B

Conflict in Academe: Do We Practice What We preach?  
Organizers  
Judi McLean Parks, Washington U.  
Thomas M. Tripp, Washington State U.

Panel  
Roy J. Lewicki, The Ohio State U.  
Cynthia Kay Stevens, U. of Maryland  
Judi McLean Parks, Washington U.  
Douglas McKinley, General Counsel to Integrated Environmental Technologies

8:00am-10:00am  
Convention Center  
7A

Developing Doctoral Courses in Entrepreneurship  
Organizers  
G. Dale Meyer, U. of Colorado, Boulder  
Jerome A. Katz, St. Louis U.

Presenters  
Sharon A. Alvarez, U. of Colorado, Boulder  
Gregory P. Konz, John Carroll U.  
Heidi M. Neck, U. of Colorado, Boulder

10:00am-10:30am  
Marriott South  
Solana

Refreshment Break  
Sponsored by the Entrepreneurship Division of the Weatherhead School of Management, Case Western Reserve U.

Organizer  
Robert D. Hisrich, Case Western Reserve U.

7:30am-8:00am  
Convention Center  
7A

Coffee and Croissants  
Sponsored by Entrepreneurship Theory & Practice Journal  
Organizer  
Robert D. Hisrich, Case Western Reserve U.
International Perspective on Entrepreneurship Funding and Centers
Organizer
Robert D. Hisrich, Case Western Reserve U.
Presenters
Karen McClellan, First Women East Fund
Clas Whalbin, Jankoping U.
Per Davidsson, Jankoping International Business School
Everette Freeman, Tennessee State U.

Performance Factors of Small Tourism Ventures: The Interface of Tourism, Entrepreneurship, and the Environment
Organizer
Lerner Miri, Tel Aviv U.

Coordinator
Ruth Yoshiko Okimoto; CSPP-Alameda

Health Care Management

Gender & Diversity in Organizations
Attendees are encouraged to dress comfortably and casually. All are welcome who have an interest in the program. Preregistration is encouraged. To preregister, contact Rjacques@commerce.otago.ac.nz

1998 GDO Doctoral Consortium: Continental Breakfast
Organizer
Roy Jacques, U. of Otago

Panel
Phyllis Tharenou, Monash U., Australia
Yvonne Benschop, Nijenmegen Business School, Netherlands
Silvia Gherardi, Trento U., Italy

ContinentaBreakfast
Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at zinn@vm.temple.edu
Organizer
Jacqueline S. Zinn, Temple U.

Getting Your Research Funded
Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at zinn@vm.temple.edu
Organizer
Jacqueline S. Zinn, Temple U.
Chair
Grant T. Savage, Texas Tech U.
Presenters
Thomas D’Aunno, U. of Chicago
Maria A. Friedman, Health Care Financing Administration
Sharon Topping, Sheps Center, U. of North Carolina, Chapel Hill
The Craft of Reviewing
Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at zinn@vm.temple.edu.

Organizer
Jacqueline S. Zinn, Temple U.

Chair
Pamela L. Pommerenke, Michigan State U.

Presenters
Jon Chilingerian, Brandeis U.
Michael D. Rosko, Widener U.

Publishing Without Perishing: The Editor's Perspective
Preregister for this activity with Jacqueline S. Zinn at 215-204-1684, by fax at 215-204-3851 or by email at zinn@vm.temple.edu

Organizer
Jacqueline S. Zinn, Temple U.

Chair
Jon Chilingerian, Brandeis U.

Presenters
Montague Brown, Editor, Health Care Management Review
James P. Johnson, Editor, Journal of Healthcare Management
Rita D. Kosnik, Associate Editor, Academy of Management Journal
Stephen M. Shortell, Editor, Health Services Research

Doctoral Consortium
Preregister with Cheri Ostroff at 602-965-3402, by fax at 602-965-8314 or by email at ostroff@asu.edu.

Organizer
Lynn M. Shore, Georgia State U.

Coordinators
Cheri Ostroff, Arizona State U.
Sandy J. Wayne, U. of Illinois, Chicago
Herbert G. Heneman III, U. of Wisconsin

Presenters
Talya N. Bauer, Portland State U.
K. Michele Kacmar, Florida State U.
Chester A. Schmidt, U. of Miami
Daniel Turban, U. of Missouri
Barry A. Gerhart, Vanderbilt U.
Gerald R. Ferris, U. of Illinois
Lawrence H. Peters, Texas Christian U.
Douglas R. May, U. of Nebraska
M. Susan Taylor, U. of Maryland
James S. Phillips, U. of Houston
Diana L. Stone, State U. of New York
Albany
Terri A. Scandura, U. of Miami
Lynn M. Shore, Georgia State U.
Angelo J. Kinicki, Arizona State U.
Timothy G. DeGroot, Catholic U.
Judith A. Scully, U. of Florida

Human Resources
Practitioner Series: Collaborative Research -- An Action Learning Workshop
Sponsored by MED, ODC, MC, HR, CAR, & MH
For details see Jointly Sponsored Activities

8:30am-12:00n
Westin
Plaza C

Junior Faculty Consortium
Preregister for this activity with Mark A. Huselid 732-445-5445 by fax at 732-494-4619 or email at huselid@ru.nl.rutgers.edu.

Organizer
Lynn M. Shore, Georgia State U.

Coordinator
Mark A. Huselid, SMLR Rutgers U.
Debra J. Cohen, George Washington U.
Patrick M. Wright, Cornell U.

Presenters
Timothy T. Baldwin, Indiana U.
Eileen Alanna Hogan, Kutztown U.
Bruce M. Meglino, U. of South Carolina
Stella Nkomo, U. of North Carolina, Charlotte
Deborah F. Crown, U. of Alabama
James G. Hunt, Texas Tech U.
Angelo S. DeNisi, Texas A&M U.
What Matters Most in Teaching HRM? Academic and Practitioner Perspectives

Organizer
Lynn M. Shore, Georgia State U.

Coordinators
Alison E. Barber, Michigan State U.
Diana L. Deadrick, Old Dominion U.
Kevin J. Williams, State U. of New York, Albany

Presenters
Robyn A. Berkley, U. of Wisconsin, Madison
Cristina M. Giannantonio, Chapman U.
Timothy J. Keaveny, Marquette U.
Amy E. Hurley, Chapman U.
David M. Kaplan, U. of Illinois

Discussant
Mark Ernst

INTERNATIONAL MANAGEMENT

8:00am-10:30am
Consortium (Continued from Saturday)

Doctoral Consortium (Continued from Saturday)

Preregister for this activity with Joseph L. C. Cheng at 217-333-2963, by fax at 217-244-7969 or email at jlcheng@uiuc.edu

Organizer
Joseph L. C. Cheng, U. of Illinois Urbana-Champaign

Research About Emerging Market Economies

For persons doing research in emerging and transition economies. Those who register with Prof. Daniel S. Fogel (Fogel@Katz.Business.Pitt.edu) before the session will receive a package of readings.

Organizer
Daniel S. Fogel, Katz School of Business, U. of Pittsburgh

Presenters
Daniel S. Fogel, U. of Pittsburgh
Tarun Khanna, Harvard
Jone L. Pearce, U. C., Irvine
Michael W. Peng, U. of Hawaii
Shuming Zhao, Nanjing U.

Junior Faculty Consortium

(Continued from Saturday)

Organizer
Stephen E. Weiss, York U.

China Business Studies

Organizer
Carolyn B. Erdener, Hong Kong Baptist U.

Presenters
Alan Chan, Hong Kong Baptist U.
Randy Chiu, Hong Kong Baptist U.
Carolyn B. Erdener, Hong Kong Baptist U.
Vivienne W. M. Luk, Hong Kong Baptist U.

One Year After: A New Role of Hong Kong in the Emerging China Economy

Sponsored by BPS, IM, & OMT

For details see Jointly Sponsored Activities.
Practitioner Series: Collaborative Research -- An Action Learning Workshop

Sponsored by MED, ODC, MC, HR, CAR, & MH

For details see Jointly Sponsored Activities

Workshop on Innovative Uses of New Information Technologies to Extend the Management Classroom

Sponsored by OCIS & MED

For details see Jointly Sponsored Activities.

The Soul of Great Teaching -- Espiritizing Your Career

Sponsored by MED & ODC

For details see Jointly Sponsored Activities.

Assessments Are Tricky: Comparing Strategies for Outcomes Assessments

Sponsored by MED

Organizer
Razelle Frankl, Rowan College of New Jersey

Coordinator
Marvelle Colby, Marymount Manhattan College

Presenters
Jack Byrne, National U.
Patricia M. Fandt, U. of Washington, Tacoma
Iris Tiemessen, Bentley College

Practitioner Series: Collaborative Research -- An Action Learning Workshop

8:00am - 12:00pm
Convention Center 15A

Sponsored by MED, ODC, MC, HR, CAR, & MH

Consultation Clinic: Issues, Concerns, and Challenges

Sponsored by MC

Organizer
David Jamieson, Pepperdine U.

Coordinator
Craig Lundberg, Cornell U.

Achieving Corporate Transformation: Integrating TQM, Reengineering, and Learning Organizations

Sponsored by MC

Organizer
Ralph H. Kilmann, U. of Pittsburgh

MANAGEMENT EDUCATION & DEVELOPMENT

An Entrepreneur’s Experience With Student Consulting Projects: What Really Matters in Successful Student Projects?

Sponsored by MED

Organizer
Robert J. DeFillippi, Suffolk U.

Presenter
Theo Brandt-Sariff, Travel Savings Network
MANAGEMENT HISTORY

8:00am-12:00n
Convention Center
15A

Practitioner Series: Collaborative Research -- An Action Learning Workshop

Sponsored by MED, ODC, MC, HR, CAR, & MH

For details see Jointly Sponsored Activities

9:00am-10:00am
Convention Center
17B

Teaching and Technology Workshop: Teaching Distance Classes via the Computer and the Web

Chair
Charles W. Blackwell, Nova Southeastern U.

Presenters
Julia Teahen, Baker College
Jane Whitney Gibson, Nova Southeastern U.
Arlene Hiss, U. of Phoenix

10:00am-11:00am
Convention Center
17B

Professional Development Workshop: Managing the Publication Process

Chair
Massoud Farahbakhsh, Salem State College

Getting Articles Published
Richard M. Hodgetts, Florida International U.
Peter B. Petersen, John Hopkins U.
Daniel A. Wren, U. of Oklahoma

11:00am-12:00n
Convention Center
17B

Professional Development Workshop: Participating in Conferences and Professional Development Activities

Sponsored by MH

Chair
Kerry David Carson, U. of Southwestern Louisiana

Presenters
Getting Papers Accepted at the Academy and Other Professional Organizations
Alfred A. Bolton, Averett College
Writing Book Reviews
Jane Whitney Gibson, Nova Southeastern U.
Writing Case Studies
Donald F. Kuratko, Ball State U.

MANAGERIAL & ORGANIZATIONAL COGNITION

9:00am-12:00n
Marriott South
Marina F

Cognition in the Rough
Preregister with Cynthia Emrich at 765-494-4511, by fax at 765-494-9658 or by email at cindy@mgmt.purdue.edu.

Organizers
Cynthia Emrich, Purdue U.
Joseph F. Porac, U. of Illinois

Panel
Neal M. Ashkanasy, U. of Queensland
Jack Feldman, Georgia Institute of Technology
C. Marlene Fiol, U. of Colorado-Denver
Howard Garland, U. of Delaware
Lynn A. Isabella, U. of Virginia
Rhonda K. Reger, U. of Maryland
Sim B. Sitkin, Duke U.
ORGANIZATIONAL BEHAVIOR

8:00am-12:00n
Westin
Santa Fe

OB/OMT Junior Faculty Consortium
*Sponsored by OB & OMT
For details see Jointly Sponsored Activities.

Getting National Research Grants
*Sponsored by RM, OMT, OB, TIM
For details see Jointly Sponsored Activities.

OB/OMT/ODC Ph.D. Consortium
*Sponsored by OMT, OB, & ODC
For details see Jointly Sponsored Activities.

Senior Faculty Consortium
Preregister with Ramon J. Aldag at 608-263-3771 by fax at 608-263-0477 or by email at rjaldag@facstaff.wisc.edu

Coordinator
Ramon J. Aldag, U. of Wisconsin, Madison

Incorporating New Research Into the Teaching of Organizational Behavior: A Roundtable Session

Organizer
Jennifer M. George, Texas A&M U.
Ricky W. Griffin, Texas A&M U.

Presenters
Arthur P. Brief, Tulane U.
Jeffrey R. Edwards, U. of North Carolina
Jennifer M. George, Texas A&M U.
Ricky W. Griffin, Texas A&M U.
Anne M. O'Leary-Kelly, U. of Arkansas
Sandra L. Robinson, U. of British Columbia
Denise M. Rousseau, Carnegie-Mellon U.
Barry M. Staw, U. of California, Berkeley

10:00am-12:00n
Marriott South
Del Mar

Interpreting Qualitative Data: The ‘Who’ Matters
*Sponsored by RM & OB
For details see Jointly Sponsored Activities.

ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

8:00am-12:00n
Marriott South
Point Loma

Workshop on Innovative Uses of New Information Technologies to Extend the Management Classroom
*Sponsored by OCIS & MED
For details see Jointly Sponsored Activities.

ORGANIZATION DEVELOPMENT & CHANGE

8:00am-12:00n
Westin
California A

What Matters Most in Action Research/Empowering Work: International Perspective
Preregister for this activity with Rupert F. Chisholm at 717-948-6052 or by fax at 717-948-6320.

Organizer
Rupert F. Chisholm, Pennsylvania State U., Harrisburg

Coordinator
Max Elden, U. of Houston, Clear Lake
Thoralf Ovale, Work Research Institute, Oslo

8:00am-12:00n
Westin
Imperial

Common Body of Knowledge for Master Level Programs in ODC

Organizer
Glenn Varney, Bowling Green State U.
46

SUNDAY

OPERATIONS MANAGEMENT

9:00am-12:00n
Westin
California B

Teaching Supply Chain Management
Organizer
Robert B. Handfield, Michigan State U.
Panel
Stanley E. Fawcett, Brigham Young U.
Jan L. Hartley, Bowling Green State U.

ORGANIZATION & MANAGEMENT THEORY

8:00am-10:00am
Westin
Sierra

Continuing Education Seminar:
Trends in Research on Institutional Change
Organizers
Marc Ventresca, Northwestern U.
Matthew S. Kraatz, U. of Illinois

9:00am-11:00am
Marriott South
Leucadia

The Soul of Great Teaching -- Espiritng Your Career
Sponsored by MED & ODC
For details see Jointly Sponsored Activities.

Continuing Education Seminar:
Trends in Corporate Governance Research
Organizers
James P. Walsh, U. of Michigan
Edward J. Zajac, Northwestern U.

10:00am-12:00n
Westin
Marina D

One Year After: A New Role of Hong Kong in the Emerging China Economy
Sponsored by BPS, IM, & OMT
For details see Jointly Sponsored Activities.

8:00am-12:00n
Westin
Library

OB/OMT/ODC Ph.D. Consortium
Sponsored by OMT, OB, & ODC
For details see Jointly Sponsored Activities.

8:00am-12:00n
Westin
Santa Fe

OB/OMT Junior Faculty Consortium
Sponsored by OB & OMT
For details see Jointly Sponsored Activities.

8:00am-12:00n
Westin
Consortium
15A

Practitioner Series: Collaborative Research -- An Action Learning Workshop
Sponsored by MED, ODC, MC, HR, CAR, & MH
For details see Jointly Sponsored Activities

9:00am-12:00n
Westin
Library

Panel
Huseyin Leblebici, U. of Illinois
David L. Deephouse, Louisiana State U.
Tina M. Dacin, Texas A&M U.

OB/OMT/ODC Ph.D.
Consortium
Sponsored by OMT, OB, ODC
For details see Jointly Sponsored Activities.

8:00am-12:00n
Westin

Panel
Richard Freedman, New York U.
Ari Ginsberg, New York U.
Richard L. Daft, Vanderbilt U.
Walter Stevenson, Golden Gate U.
Jack Brittain, U. Texas, Dallas
Natalie Anderson, Prentice-Hall
Howard Husock, Harvard U.

Teaching Roundtable:
Electronic Technologies in Teaching Organizational Theory
Organizer
Paul A. Fouts, Golden Gate U.
Panel
Richard Freedman, New York U.
Ari Ginsberg, New York U.
Richard L. Daft, Vanderbilt U.
Walter Stevenson, Golden Gate U.
Jack Brittain, U. Texas, Dallas
Natalie Anderson, Prentice-Hall
Howard Husock, Harvard U.

8:00am-12:00n

Panel
Marc Ventresca, Northwestern U.
Matthew S. Kraatz, U. of Illinois

8:00am-12:00n

Panel
Huseyin Leblebici, U. of Illinois
David L. Deephouse, Louisiana State U.
Tina M. Dacin, Texas A&M U.

8:00am-12:00n

Panel
Richard Freedman, New York U.
Ari Ginsberg, New York U.
Richard L. Daft, Vanderbilt U.
Walter Stevenson, Golden Gate U.
Jack Brittain, U. Texas, Dallas
Natalie Anderson, Prentice-Hall
Howard Husock, Harvard U.

8:00am-12:00n

Panel
Marc Ventresca, Northwestern U.
Matthew S. Kraatz, U. of Illinois

8:00am-12:00n

Panel
Huseyin Leblebici, U. of Illinois
David L. Deephouse, Louisiana State U.
Tina M. Dacin, Texas A&M U.

8:00am-12:00n

Panel
Richard Freedman, New York U.
Ari Ginsberg, New York U.
Richard L. Daft, Vanderbilt U.
Walter Stevenson, Golden Gate U.
Jack Brittain, U. Texas, Dallas
Natalie Anderson, Prentice-Hall
Howard Husock, Harvard U.

8:00am-12:00n

Panel
Marc Ventresca, Northwestern U.
Matthew S. Kraatz, U. of Illinois
8:00am-12:00n  Convention Center  
Getting National Research Grants  
*Supported by RM, OMT, OB, & TIM*  
*For details see Jointly Sponsored Activities.*

10:00am-12:00n  Marriott North  
The Craft of Reviewing  
*Supported by BPS & OMT*  
*For details see Jointly Sponsored Activities.*

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**ORGANIZATIONS & THE NATURAL ENVIRONMENT**

8:30am-12:00n  Marriott South  
Envisioning and Managing Successful Careers in the Realm of ONE  
The purpose of this session is to provide information and advice to Ph.D Students and others in early stages of their careers who want to help develop the field of ONE through research and teaching contributions. Preregister for this session with Thomas Gladwin at tgladwin@stern.nyu.edu or at 212-998-0426.

*Organizer*
Thomas Gladwin, New York U.

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**PUBLIC & NONPROFIT SECTOR**

8:00am-12:00n  Marriott South  
Teaching-Research-Service Balance Issues  
*Organizer*
Maria L. Nathan, U. of Texas, San Antonio  
*Panel*
Sue R. Faerman, State U. of New York, Albany  
James L. Perry, Indiana U.  
Mary Tschirhart, Indiana U., Bloomington

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**RESEARCH METHODS**

8:00am-10:00am  Convention Center  
Ask the Experts: Qualitative Issues  
*Organizer*
Karen Golden-Biddle, U. of Alberta  
*Presenters*
David M. Boje, New Mexico State U.  
Daniel J. Brass, Pennsylvania State U.  
Mark Easterby-Smith, U. of Lancaster  
Robert P. Gephart, U. of Alberta  
Boris Kabanoff, Queensland U. of Technology  
Gideon Kunda, Tel Aviv U. / Stanford U.  
Charlotte Linde, Institute for Research and Learning / Stanford U.  
Karen D. Locke, College of William and Mary  
Ellen O’Connor, U. California, Berkeley / FX Palo Alto  
Grace Ann Rosile, New Mexico State U.  
Dvora Yanow, California State U.  
Mary Yoko Brannen, U. of Michigan
Handling Missing Data

Organizers
Fred S. Switzer III, Clemson U.
Philip L. Roth, Clemson U.

8:30am-10:00am
Marriott South
Los Angeles

Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM

For details see Jointly Sponsored Activities.

Organizers
Donald D. Bergh, Pennsylvania State U.
David A. Hofmann, Texas A&M U.

Presenters
Nathan Bennett, Louisiana State U.
Mark B. Gavin, Oklahoma State U.
Mark Griffin, U. of Queensland
Thomas W. Lee, U. of Washington
Roni Reiter-Palmon, U. Nebraska, Omaha
Robert J. Vandenberg, U. of Georgia
Larry J. Williams, U. of Richmond

10:00am-12:00pm
Convention Center 16A

Ask the Experts: Quantitative Issues

Organizers
Donald D. Bergh, Pennsylvania State U.
David A. Hofmann, Texas A&M U.

Presenters
Nathan Bennett, Louisiana State U.
Mark B. Gavin, Oklahoma State U.
Mark Griffin, U. of Queensland
Thomas W. Lee, U. of Washington
Roni Reiter-Palmon, U. Nebraska, Omaha
Robert J. Vandenberg, U. of Georgia
Larry J. Williams, U. of Richmond

10:00am-12:00pm
Convention Center 16A

Interpreting Qualitative Data: The ‘Who’ Matters

Sponsored by RM & OB

For details see Jointly Sponsored Activities.

8:00am-12:00pm
Convention Center 16B

SOCIAL ISSUES IN MANAGEMENT

9:30am-12:00pm
Marriott South
Board Room

Theory Development Workshop: Building Theory That Matters -- Reaching A Wider Audience

Sponsored by SIM & Co-sponsored by The Society for Business Ethics

Coordinators
Deborah Vidaver-Cohen, Florida International U.
Linda Klebe Trevino, Pennsylvania State U.

Presenters
Eric Abrahamson, Columbia U.
John Dienhart, St. Cloud State U.
Thomas Donaldson, U. of Pennsylvania

10:00am-12:00pm
Marriott South
Del Mar

Technology & Innovation Management

8:00am-12:00pm
Convention Center 16B

Getting National Research Grants

Sponsored by RM, OMT, OB, & TIM

For details see Jointly Sponsored Activities.

9:00am-12:00pm
Marriott North
Torrey 3

TIM Research: What Matters Most?

Organizer
Johannes M. Pennings, U. of Pennsylvania

Panel
Deborah Dougherty, Rutgers U.
George F. Farris, Rutgers U.
Jeffrey Liker, U. of Michigan
Monday, August 10

**ALL-CONVENTION ACTIVITIES**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>9:00 am - 5:00 pm</td>
<td>Registration</td>
<td>Marriott North</td>
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<td>Executive Director</td>
<td>Marriott Hall</td>
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<td>Nancy Urbanowicz, Academy of Management</td>
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<tr>
<td>9:00 am - 5:00 pm</td>
<td>What Are the Benefits of Membership? Do You Need to</td>
<td>Marriott North</td>
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<td>Update Your Membership Information? Would You Like to Get</td>
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<td>Involved?</td>
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<td>Director of Membership</td>
<td>Carol Wiley, Georgia State U.</td>
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<tr>
<td>9:00 am - 5:00 pm</td>
<td>Placement</td>
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<td>Director of Placement</td>
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<td>Charlotte Sutton, Auburn U.</td>
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<tr>
<td>9:00 am - 5:00 pm</td>
<td>Exhibits</td>
<td>Marriott North</td>
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<td>Director of Publisher Relations &amp; Exhibits Coordinator</td>
<td>Marriott Hall</td>
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<td>Philip B. Stone, GT Enterprises</td>
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<tr>
<td>10:00 am - 4:00 pm</td>
<td>International Programs</td>
<td>Marriott North</td>
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<td>Committee Information Booth</td>
<td>Marriott Hall</td>
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<td>Drop by the booth to share your information on international activities and find out what’s happening around the academic world.</td>
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**Global Networking Hospitality Suite: Connecting Across Borders**

Join us for international networking. The suite is intended to give non-N. American participants a place to meet colleagues. Everyone is encouraged to drop by for refreshments and to discuss international teaching, research, funding, and other issues of interest in the international arena. This is a perfect place to meet colleagues, Board members, International Program Committee members, and established international academics.

*Hosts*

Daria Kirby, U. of Pittsburgh
Betty Jane Punnett, U. of the West Indies / U. of Windsor
Diana Wong, Marquette U.

**Monday Evening Reception**

*In Honour of New and Non-U.S. Members*

All Members Invited

*Hosts*

David A. Whetten, Brigham Young U.
Kathleen Watson, California State U., San Marcos

**4th Annual No-Host Dinner**

Pre-registration is required. Contact Teresa Joyce Covin (770) 423-6406, (770) 443-6606 fax, or tcovin@kscmail.kennesaw.edu

*Coordinators*

Teresa Joyce Covin, Kennesaw State U.
Jeffrey Kerr, U. of Miami

*Keynote Speaker*

Warren Bennis, U. of Southern California
ALL-ACADEMY SYMPOSIA: “WHAT MATTERS MOST”

9:00 am – 10:20 am
Marriott South
Marina G

Doing What Really Matters: Organizational Researchers as Public Scholars
The 1990’s have brought a re-emergence of the “public scholar” – the academic who attempts to redress, rather than just describe, critical problems in society. In this symposium we will discuss why organizational researchers are generally reticent in the arena of public affairs, and suggest ways they can make more visible contributions to public scholarship.

Chair
Carrie R. Leana, U. of Pittsburgh

Panel
Peter Cappelli, U. of Pennsylvania
Thomas A. Kochan, Massachusetts Institute of Technology
Carrie R. Leana, U. of Pittsburgh
William Ouchi, U. of California, Los Angeles
Jeffrey Pfeffer, Stanford U.

9:00 am - 10:20 am
Marriott North
San Diego A

Something That Surely Matters--The Question Is: How Much?
This symposium explores the intersection between corporate-sponsored community initiatives and socially responsive business education. If it is true, as some have claimed, that the current wave of corporate community involvement represents an important new dimension in corporate philanthropy, then the implications for business education and scholarship are substantial.

Co-Chairs
Sandra Waddock, Boston College
Edward Zlotkowski, American Association for Higher Education

Discussants
Raymond E. Miles, U. of California, Berkeley
James P. Walsh, U. of Michigan

Something Surely Matters, but How Much?: An Overview
Edward Zlotkowski, American Association for Higher Education

10:40 am - 12:00 pm
Marriott North
San Diego B

What Matters Most: Enhancing the Quality of Our Human Ties Through Service-Learning

Service-learning as an academic pedagogy raises a wide range of important questions, ranging from the role of the university in society, to faculty workload issues. Panel examine key aspects of service-learning, raising issues of pedagogy, acceptance by our professional community, and moral responsibility in a free society.

Chair
Laurie N. DiPadova, U. of Utah

Discussants
Sue R. Faerman, State U. of New York, Albany
Paul C. Godfrey, Brigham Young U.

Something Matters, but How Much?: An Overview
Edward Zlotkowski, American Association for Higher Education

A Challenge to Service-Learning Educators: Where Is the Beef?
Susan Chesteen, U. of Utah
John A. Miller, Bucknell U.

Professional Unpaid Service to the Community: Why Do We Do It, How Does It Contribute to Our Profession, and Why Should We Encourage Our Students to Do It?
Dennis R. Briscoe, U. of San Diego

Toward the Moral Dimensions of Service-Learning in a Democratic Society
David W. Hart, Brigham Young U.
Larry T. Pate, U. of Wisconsin
Laurie N. DiPadova, U. of Utah
What Matters Most in Leadership: A 60 Nation Study

Findings of the Global Leadership and Organizational Behavior Effectiveness Research program (GLOBE) will be presented. GLOBE is a study of leadership and organizational practices in 60 countries involving 170 investigators. Two panels of GLOBE investigators will discuss implications for what matters most globally and in their specific cultures.

Chair
Robert J. House, U. of Pennsylvania

Highlights of the GLOBE World-Wide Study
Robert J. House, U. of Pennsylvania
Paul J. Hanges, U. of Maryland
Mansour Javidan, U. of Calgary

Implications of GLOBE: World-Wide Empirical Findings for Organizational Behavior and Management
Marius Van Wyk, U. of South Africa
Simon Booth, U. of Reading
Felix Brodbeck, U. of Munchen
Jeff C. Kennedy, Lincoln U.
Nikolai Rogovsky, International Labor Organization, Switzerland

Implications of GLOBE: Country-Specific Empirical Findings for Organizational Behavior and Management
Michael Grechev, Institute for Economic Policy Forecasting, Russia
Neal M. Ashkanasy, U. of Queensland
Lisa Booyse, U. of South Africa
Ping Ping Fu, State U. of New York, Albany
Martin Lindell, Swedish School of Economics, Finland

Privatization and Entrepreneurial Transformation

Over the last decade, 3,200 privatization transactions have been initiated in developing economies, to revitalize established companies and to promote their entrepreneurial activities. Privatization also encourages the creation of new companies. Panel members will interact with the audience to explore contemporary ideas and approaches used to stimulate entrepreneurial activities in emerging economies.

Co-Chairs
Duane Ireland, Baylor U.
Michael A. Hitt, Texas A&M U.
Isabel Gutierrez, U. Carlos III
Shaker A. Zahra, Georgia State U.

Panel
Mary Ann Von Glinow, Florida International U.
Vicente Salas Fumas, U. de Zaragoza
Julio O. De Castro, U. of Colorado, Boulder
John Child, Cambridge U.
Ming-Jer Chen, U. of Pennsylvania

What Matters Most: Alternative Work Arrangements and Changing Definitions of Professional and Managerial Work

Alternative work arrangements, such as working part-time and job sharing, are changing the way work is accomplished. This symposium addresses 'What Matters Most' to organizations trying to develop a competitive workforce, employees struggling to balance work-life issues, and academics seeking to understand the changing nature of work and careers.

Co-Chairs
Michelle Buck, McGill U.
Margaret L. Williams, Virginia Commonwealth U.

Discussant
Denise M. Rousseau, Carnegie Mellon U.

Presenters
Stephen Andrew, KPMG Canada
Mary Dean Lee, McGill U.
Leslie Borrelli, McGill U.
Sharon Leiba-O’Sullivan, Concordia U.
Stew Friedman, U. of Pennsylvania
Shelley M. MacDermid, Purdue U.
Why Critical Thinking Really Matters: Debates and Perspectives on Critical Management Education

What matters most in our profession challenges us to think critically about the role, focus, and relationship of management education to ‘management’ and the process of ‘managing’. What is critical thinking and what being ‘critical’ means in critical theory today are debated and explored from various perspectives.

Showcase symposium sponsored by MED, MOC & OMT

Chair
Elena P. Antonacopoulou, U. of Warwick

What Is It to Be Critical? Teaching a Critical Approach to Management
Elena P. Antonacopoulou, U. of Warwick

Thinking Backward: Metaphysical Inquiry and the Education of Managers
Robert Chia, U. of Essex

Making Management Learning Critical: Possibilities and Prospects
Hugh Willmott, U. of Manchester

What’s Critical About Critical Thinking
Stewart Clegg, U. of Technology, Sydney

Organizing in Turbulent Environments: Multiple Perspectives, Multiple Methods

Organizations are increasingly facing turbulent environments in which technologies, markets, rivalries, and practices are changing with an unrelenting pace. In this symposium we showcase multiple perspectives and multiple methods of research-in-progress that reviews how managers organize in turbulent environments, and make recommendations on how these organizing paradigms should change.

Showcase symposium sponsored by BPS & OMT

Co-Chairs
Giuseppe Audia, London Business School
Narasimhan Anand, London Business School

Discussants
Hayagreeva Rao, Emory U.
Richard L. Daft, Vanderbilt U.

Interpretive Stance in Inchoate Industries: The Case of Web Publishing
Narasimhan Anand, London Business School

The Impact of Interdependence and Adaptability on Organizational Growth Rates Among Computer Workstation Manufacturers, 1980-1996
Olav Sorenson, U. of Chicago

Individual Routines and the Effectiveness of Strategic Decision Makers in Changing Environments
Giuseppe Audia, London Business School
Edwin A. Locke, U. of Maryland

Downsizing in Environmental Turbulence: Whose Construct Is It?
Mary R. Watson, Vanderbilt U.
**Lead, Follow, or Get Out of the Way: Negotiating a Balance Between Strategic Distinctiveness and Institutional Legitimacy**

This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers ‘negotiate a balance’ between the contradictory forces of competitive advantage through distinctiveness, and institutional legitimacy through isomorphism.

*Showcase symposium sponsored by BPS & OMT*

**Chair**
Pamela S. Barr, Georgia State U.

**Discussant**
Pamela S. Barr, Georgia State U.

**Isomorphism and Competitive Differentiation in the Organization Name Game**
Mary Ann Glynn, Emory U.
Rikki Abzug, New York U.

**Institutional Approaches to Organization Identity: The Supply Side of ‘Distinctions’**
Marc Ventresca, Northwestern U.
Peter Levin, Northwestern U.

**Profiting From Norms: The Diffusion of Sustainable Development Structures**
Pratima Bansal, Georgia State U.
Jodi K. Evans, Deloitte & Touche Consulting Group

**Legitimate Distinction: Reconciling the Institutional Theory Perspective With Entrepreneurial Action**
William C. Bogner, Georgia State U.

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**Environmental Management Strategy and Competitive Advantage**

This symposium explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how causal ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.

*Showcase symposium sponsored by BPS & ONE*

**Co-Chairs**
Andrew King, New York U.
Michael James Lenox, Massachusetts Institute of Technology

**Discussant**
Richard Bettis, U. of North Carolina, Chapel Hill

**Does it Pay to Be Green? The Relationship Between Environmental and Financial Performance**
Mark Cohen, Vanderbilt U.

**Corporate Environmental Strategy and Firm Performance: A Comparison of Two Industries**
Stuart Hart, U. of North Carolina, Chapel Hill

**The Benefits of Membership: Performance Implications of the Responsible Care Program**
Andrew King, New York U.
Michael James Lenox, Massachusetts Institute of Technology

**Corporate Environmental Performance and Shareholder Value**
Mark White, U. of Virginia
Getting to ‘What Matters Most’: Overcoming the Roadblocks to Studying Sensitive Topics

Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.

Showcase symposium sponsored by CM, OB & RM

Co-Chairs
Rebecca J. Bennett, U. of Toledo
Sandra L. Robinson, U. of British Columbia

Panel
Dan R. Dalton, Indiana U., Bloomington
Jerald Greenberg, Ohio State U.
Ricky W. Griffin, Texas A&M U.
Mary Beth Marrs, Idaho State U.
Linda Klebe Trevino, Pennsylvania State U.

Bridging the Academic-to-Practice Gap: Careers and Processes Insuring That Research Makes a Practical Difference

This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants’ consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.

Showcase symposium sponsored by CAR, MC & OB

Chair
Laurie Larwood, U. of Nevada, Reno

From Theory Into Practice: Variables Which Increase the Probability of Research Findings Impacting Professional Practice
Andre’ L. Delbecq, Santa Clara U.

One Man’s Pursuit of the Happy-Productive Worker: A Further Look at Turning Theory Into Practice
Thomas A. Wright, U. of Nevada, Reno

Practice-to-Theory-to-Practice: Developing a Dual Academic and Consulting Career
Joseph W. Weiss, Bentley College

An Empirical Examination of Knowledge Transfer From Research to Practice in the Field of Franchising
Cecilia M. Falbe, State U. of New York, Albany
Dianne H. B. Welsh, Eastern Washington U.

The Clash Between Workplace Harassment Law and Constitutional Rights to Free Speech: What Matters Most?

Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff’s bar, and sexual and racial harassment and organizational justice scholars.

Showcase symposium sponsored by CM, GDO & SIM

Chair
Cliff Cheng, U. of Southern California

Discussants
Pamela Thomason, EEOC
Carla Barboza, Los Angeles, CA
Bruce Barry, Vanderbilt U.
Ellen Fagenson Eland, George Mason U.
Audrey J. Murrell, U. of Pittsburgh

Eugene Volokh, U. of California, Los Angeles

The Human Resources Innovation Adoption Implications of the Free Versus Harassing Workplace Speech Controversy
Cliff Cheng, U. of Southern California
What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology

This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research ‘generating’ field.

Showcase symposium sponsored by BPS, OMT & TIM

Winner of OMT Division Best Symposium Proposal Award

Chair
Michael K. Badawy, Virginia Polytechnic Institute and State U.

Conceptual Transitions in the Field of Technology and Innovation Management
Andrew H. Van de Ven, U. of Minnesota

Technology and Innovation Management Research: Implications for ‘Technologists’
Michael K. Badawy, Virginia Polytechnic Institute and State U.

Key Research Issues in Technology and Innovation Management
Philip Anderson, Dartmouth College

Knowledge Management: Relevance to TIM?
Dorothy Leonard-Barton, Harvard U.

Technology and Innovation Research: Perspectives From Strategy and Organization Theory
Michael L. Tushman, Harvard U.
Understanding the ‘Black Box’ Better: Identifying the Organizational and Professional Dynamics in Managed Care
Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.

Showcase symposium sponsored by HCM, OMT & PNS
Chair
Timothy J. Hoff, State U. of New York, Albany
Discussant
Lawton R. Burns, U. of Pennsylvania

Competition and Productivity Among Health Maintenance Organizations, 1985-1995
Douglas R. Wholey, Carnegie Mellon U.
John Engberg, Carnegie Mellon U.
Cindy Bryce, U. S. Veterans Administration Medical Center

The Rhetoric and Reality of Managed Care for Drug Abuse Treatment Units
Thomas D’Aunno, U. of Chicago

To Practice or Not to Practice? A Comparison of Two Physician Executive Groups
Timothy J. Hoff, State U. of New York, Albany

The Changing Nature of Professional Work and Professional Organizations: Diversification of Interests and Career Paths in Medicine
Mary L. Fennell, Brown U.
Kevin T. Leicht, U. of Iowa

Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice
Joint symposium sponsored by CM, ONE & SIM
Chair
Sharon M. Livesey, Fordham U.
Discussants
Chris Huxham, U. of Strathclyde
David L. Levy, U. of Massachusetts, Boston

Practice Challenges Theory: Learning From a Large-Scale, State-Sponsored Partnership on Sustainable Development
Annette Berger, U. of Northern Iowa

Citizen Advisory Panels: Co-Optation or Collaboration?
Ann E. Feyerherm, Pepperdine U.
John F. Milliman, U. of Colorado, Colorado Springs

The Public Face of Green Alliances: Pressures and Problems of Public Discourse
Sharon M. Livesey, Fordham U.

Business-Environmental Partnerships: Environmentalists Make the Case for Making ‘Green’ Practice Add to the Business Bottom Line
Ralph Earle, EDF, Alliance for Environmental Innovation

Building Win-Win Solutions for Business and the Environment: A Corporate Perspective
Richard Morrison, Bank of America

Corporate Effects on Performance: Do They Matter and How Much?
Joint symposium sponsored by BPS, OMT & RM
Chair
Margaret Ann Peteraf, U. of Minnesota
Discussant
Margaret Ann Peteraf, U. of Minnesota
Comparing Alternative Approaches to Estimating Effect Sizes
Thomas H. Brush, Purdue U.
Constance R. James, U. of California, Los Angeles
Philip Bromiley, U. of Minnesota

Does Corporate Strategy Matter?
Edward H. Bowman, U. of Pennsylvania
Constance E. Helfat, U. of Pennsylvania

Competitor Effects on Corporate Performance
Anita M. McGahan, Harvard U.

What Matters Most in Corporate Governance: From Theory to Boardroom Practice
Joint symposium sponsored by BPS & OMT
Chair
Edward E. Lawler III, U. of Southern California
Discussant
Marta A. Geletkanycz, Boston College
Boards of Directors: What Do We Know and Where Do We Go?
Sally Baack, U. of Southern California
Nandini Rajagopalan, U. of Southern California

Boards of Directors, CEOs, and Corporate Governance
Sydney Finkelstein, Dartmouth College
Inside the Black Box: The Factors That Contribute to Effective Corporate Boards
David Finegold, U. of Southern California
Jay A. Conger, U. of Southern California
Appraising Performance in the Boardroom: The Case of Motorola
Patrick Canavan, Motorola

Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?
Joint symposium sponsored by ENT, MC & PNS
Co-Chairs
Benson Lewis Honig, St. Andrews U.
Norris F. Krueger, Jr., Entrepreneurial Strategies
The Role of Non-Profit and Governments In Entrepreneurship In Rural Saskatchewan
Mark A. Lee, Briercrest Graduate School, Saskatchewan
Institutional Development and Capacity Building for Enterprise Development in Russia: The ‘Morozov’ Project in Samara, Russia
Raymond A. Saner, Centre for Socio-Eco-Nomic Development
Business Training for the Unemployed: Assessing a U. S. Department of Labor Entrepreneurship Program
Vicky Roche Singer, Berkshire Enterprises
David Roche, Berkshire Enterprises
Entrepreneurship and Community Development: Comparative Lessons From Jamaica and Israel
Benson Lewis Honig, St. Andrews U.

Innovative Alliances in Management Education and Training
Joint symposium sponsored by CAR & MED
Chair
Daniel F. Twomey, Fairleigh Dickinson U.
Discussant
David Ulrich, U. of Michigan
Sharing and Learning: What Matters Most
Rick Corry, LEARNSHARE
PBS: The Business Channel Means Business
Jinny Goldstein, Business Channel
Leveraging the Power of Learning
Edwin Boswell, Forum Corporation
Supervision Versus Empowerment? New Perspectives on an Old Debate

Joint symposium sponsored by HR & OB

Chair
John Paul MacDuffie, U. of Pennsylvania

Discussant
John Paul MacDuffie, U. of Pennsylvania

Faith in Supervision and the Self-Enhancement Bias: Two Psychological Reasons Why Managers Don’t Empower Workers
Benjamin Hanna, Arizona State U.
Robert Gialdini, Arizona State U.
Kathleen Knopoff, Stanford U.

Building the Iron Cage: The Determinants of Managerial Intensity in the Early Years of Organizations
James N. Baron, Stanford U.
Michael T. Hannan, Stanford U.
M. Diane Burton, Harvard U.

A Model of Team Coaching
J. Richard Hackman, Harvard U.
Ruth Wageman, Columbia U.

Paradox of Coordination and Control: The Supervision of Interdependent Work Processes
Jody Hoffer Gittell, Harvard U.

Developing a Cross-National and Cross-Occupational Perspective on Contingent Work

Joint symposium sponsored by HR & OB

Co-Chairs
Alison Davis-Blake, U. of Texas, Austin
Moshe Krausz, Bar-Ilan U., Ramat-Gan

Discussant
Denise M. Rousseau, Carnegie Mellon U.

The Divergence of Macro-Structure and Micro-Dynamics: The Effects of Contingent Work and Outsourcing on Workplace Dynamics
Joseph P. Broschak, U. of Texas, Austin
Alison Davis-Blake, U. of Texas, Austin

Differences in the Perception of the Employment Relationship Between Contingent and Noncontingent Employees
Charissa Freese, Katholieke U., Brabant
Rene Schalk, Tilburg U. / Katholieke U., Brabant

The Commitment to Agency and Client: A Study of Temporary-Help Workers in Japan
Daniel G. Gallagher, James Madison U.
Shiho Futagami, Yokohama National U.

Predictors of Turnover Among Temporary Help Employees: A Comparison of Two Different Occupational Groups
Kerstin Iaksson, National Institute for Working Life, Stockholm

The Role of Attachment Type in Preference for and Adjustment to Different Employment Arrangements
Moshe Krausz, Bar-Ilan U., Ramat-Gan
Aharon Bizman, Bar-Ilan U., Ramat-Gan
Doron Braslavsky, Bar-Ilan U., Ramat-Gan

The Insecurity of Contingent Employment
Jone L. Pearce, U. of California, Irvine
Amy Randel, U. of California, Irvine

What Do Contracts Actually Say?

Joint symposium sponsored by BPS, ENT & OMT

Chair
Scott Andrew Shane, Massachusetts Institute of Technology

Discussants
David Mowery, U. of California, Berkeley
Walter W. Powell, U. of Arizona

Buyer-Supplier Contracting in Biotechnology: A Joint Transaction-Cost and Measurement-Cost Perspective
Jackson A. Nickerson, Washington U.
Kyle Mayer, U. of California, Berkeley

Information, Incomplete Contracts, and Social Context
Holly Raider, Columbia U.

Complementarities in Agency Contracts
Pierre Azoulay, Massachusetts Institute of Technology
Scott Andrew Shane, Massachusetts Institute of Technology

An Empirical Analysis of the Contract Provisions in Business Format Franchise Agreements
Janet E. L. Bercovitz, Duke U.
10:40 am - 12:00 pm  
Convention Center  
16A  
**Metaphors for Teaching Strategy: Art, Acting, and Adventure**  
*Joint symposium sponsored by BPS & MED*  
**Chair**  
Brian K. Boyd, Arizona State U.  
**Discussant**  
Blaine McCormick, Pepperdine U.  
**Adventure as Metaphor**  
Brian K. Boyd, Arizona State U.  
Mark A. Clark, Arizona State U.  
Mel Fugate, Arizona State U.  
Steve Gove, Arizona State U.  
**Acting as Metaphor**  
Laura B. Cardinal, U. of North Carolina, Chapel Hill  
C. Chet Miller, Cornell U.  
**Art as Metaphor**  
Albert A. Cannella, Jr., Texas A&M U.  
Jay Dial, Case Western Reserve U.  

10:40 am - 12:00 pm  
Marriott South  
Marina D  
**Communal Models of Organizations: An Alternative to Traditional Hierarchical Models**  
*Joint symposium sponsored by CM, GDO & OMT*  
**Chair**  
Leonard Greenhalgh, Dartmouth College  
**Building a Communal Approach to Organizing Through Empowerment**  
Gretchen M. Spreitzer, U. of Southern California  
**A Communal Perspective on Organizational Reengineering**  
Leonard Greenhalgh, Dartmouth College  
**Resisting Hierarchy, Division of Labor, and Impersonality at The Body Shop, International**  
Joanne Martin, Stanford U.  

10:40 am - 12:00 pm  
Marriott North  
San Diego A  
**Theology and Business: An Imperative for Collaboration**  
*Joint symposium sponsored by MED & ODC*  
**Chair**  
Dorothy Anne Marcic, Vanderbilt U.  
**Panel**  
Joseph C. Hough, Vanderbilt U.  
Leonard Swidler, Temple U.  
Louis Maani, Babbage Simmel  

10:40 am - 12:00 pm  
Marriott North  
San Diego C  
**Shaping Management Education for the 21st Century: Perspectives of Five Division Chairs**  
*Joint symposium sponsored by CAR & MED*  
**Chair**  
Michael K. Badawy, Virginia Polytechnic Institute and State U.  
**Directions in Business and Management Education: Are We On Course or Off?**  
John R. Schermerhorn, Ohio U.  
**A Critical Diagnostic Assessment of Graduate Management Education**  
Michael K. Badawy, Virginia Polytechnic Institute and State U.  
**The Teaching of Leadership for the 21st Century**  
Dewey E. Johnson, California State U., Fresno  
**Trends in Management Development**  
Heisler J. William, Newport News Shipbuilding
Creating a Transformational Science: Dissertations That Both Inform and Transform

Joint symposium sponsored by OB, ODC & RM
Winner of OB Division Most Innovative Session Award

Chair
William R. Torbert, Boston College

Bringing Scholarship to Life
William R. Torbert, Boston College
Peter Reason, U. of Bath
David L. Cooperrider, Case Western Reserve U.

Toward Bicultural Competence: Research for Personal and Professional Transformation
Gloria Bravette, South Bank U.

Learning With the Natural Step: A Dissertation That Interweaves Personal and Formal Inquiry
Hilary Bradbury, Boston College

Narrative Inquiry: Collective Storytelling as a Source of Hope, Knowledge, and Action in Organizational Life and Action
James Ludema, Case Western Reserve U. / Benedictine U.

12:20 pm - 2:10 pm
Marriott South Marina D

Walking the Talk, and Talking the Walk

Joint symposium sponsored by OB, OMT & SIM

Chair
Karlene H. Roberts, U. of California, Berkeley

Talking the Walk, and Walking the Talk
Karlene H. Roberts, U. of California, Berkeley
Daved Van Stralen, Loma Linda U.
Computers and System Safety
Gene I. Rochlin, U. of California, Berkeley
Karen Weickert, Intraware

Trust and Authority as a Basis for Bureaucratic Flexibility: The Case of a Fire Department Incident Command System
Gregory A. Bigley, U. of Cincinnati
Kevin S. Brame, Orange County Fire Authority

Sensemaking in Temporary Systems: The Incident Command System in Emergencies
Karl E. Weick, U. of Michigan
Peter G. Sarna, E. Bay Reg. Park System

Using Research on Intraindividual Variability as a Model for Examining Intragroup Variability
Paul D. Bliese, Walter Reed Army Institute of Research
Thomas W. Britt, Walter Reed Army Institute of Research

Performance Appraisal Research Contributes to Team Mental Model Measurement
Sheila Simsarian Webber, George Mason U.
Gilad Chen, George Mason U.
Sean Marsh, George Mason U.
Stephanie C. Payne, George Mason U.

Multiple Reflections in the Mirror: An Illustration of the Role of Team Processes in Team Adaptation Using Two Overlapping Case Studies
John E. Mathieu, Pennsylvania State U.
Michelle A. Marks, Florida International U.
Stephen J. Zaccaro, George Mason U.

Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice

Joint symposium sponsored by HR, OB & RM

Chair
Stephen J. Zaccaro, George Mason U.

Discussant
David A. Hofmann, Texas A&M U.

Networked Simulations: Designing Team Research Laboratories for the 21st Century
Michelle A. Marks, Florida International U.
John E. Mathieu, Pennsylvania State U.
Stephen J. Zaccaro, George Mason U.
Nothin' but Net: Testing Organizational Theories Using Sports-Related Data

**Joint symposium sponsored by BPS, OB & OMT**

**Chair**
Charles C. W. Hill, U. of Washington

**Discussants**
Philip L. Cochran, Pennsylvania State U.
Edwin A. Locke, U. of Maryland

*The Econometrics and Behavioral Economics of Escalation to Commitment: A Reexamination of Staw and Hoang's NBA Data*

Colin F. Camerer, Center for Advanced Study in the Behavioral Sciences
Roberto A. Weber, Center for Advanced Study in the Behavioral Sciences

*Tacit Knowledge as a Competitive Advantage in the National Basketball Association*
Shawn L. Berman, U. of Washington
Jonathan T. Down, Oregon State U.
Charles C. W. Hill, U. of Washington

*Self-Management Training for Academically At-Risk Student-Athletes*
Colette A. Frayne, California Polytechnic State U.
Andre Patterson, Minnesota Vikings

Explaining Business and Human Resource Strategies in Deregulated Telecommunications Markets
Rosemary Batt, Cornell U.

*Customer Segmentation and High Performance Work Practices: Banking and Telecommunications Compared*
Brent Keltner, Rand Corporation

*Services, High-Involvement Management, and Strategic Fit*
Larry W. Hunter, U. of Pennsylvania

**What Matters Most to Women in Entrepreneurial Careers**

**Joint symposium sponsored by CAR, ENT & GDO**

**Chair**
Deborah R. Ettington, Eastern Michigan U.

*Women in Transition From Corporate to Entrepreneurial Roles*
Mary Mattis, Catalyst, Inc.

*Women at the Threshold Stage: Networking -- An Interactive Model*
Dorothy P. Moore, Citadel

*What Matters Most to Women Entrepreneurs, Executives, and Researchers*
Barbara Bird, American U.
Candida G. Brush, Boston U.

*A Personal Account of Career Challenges and Decisions*
Deborah Szekely, Eureka Communities

What Explains the Adoption of High Involvement Human Resource Practices in Service Industries?

**Joint symposium sponsored by HR & OMT**

**Co-Chairs**
Edward E. Lawler III, U. of Southern California
Rosemary Batt, Cornell U.

**Discussant**
Barry A. Gerhart, Vanderbilt U.

David Finegold, U. of Southern California
**Language, Legitimacy, and Organizational Action**

*Joint symposium sponsored by MOC, OCIS & OMT*

**Co-Chairs**
Wendy Guild, Massachusetts Institute of Technology
William N. Kaghan, U. of Washington
Christina Wasson, Northwestern U.

**Discussants**
Paul M. Hirsch, Northwestern U.
Linda L. Putnam, Texas A&M U.

*Overstatement, Understatement, and the Enactment of the Myth of the Endless Frontier*
William N. Kaghan, U. of Washington

*Employees as ‘Entrepreneurs’: How Language Legitimizes Organizational Empowerment Initiatives*
Christina Wasson, Northwestern U.

*Bottom-Lines: Shareholder Value and Customer Service at a Ski Resort*
Wendy Guild, Massachusetts Institute of Technology

*Dysphemism: Unpopular Culture and Disempowerment in a British Bank*
John R. Weeks, INSEAD

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**Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum**

*Joint symposium sponsored by BPS & MED*

**Chair**
Grant Miles, U. of North Texas

**Presenters**
John Kenneth Masters, U. of North Texas
Kenneth Zantow, U. of Arkansas
Parshotam Dass, U. of Arkansas
Derrick E. D’Souza, U. of North Texas

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**What Matters Most in the Management of Expatriates**

*Joint symposium sponsored by CAR, HR & IM*

**Chair**
Dan Ondrack, U. of Toronto

**Discussant**
Catherine E. Mossop, Mossop Cornelissen Consultants, Inc.

*What Matters Most: Integrating Business and HR Strategies in the Selection of International Assignees*
Dennis R. Briscoe, U. of San Diego

*Trainability Constraints in Expatriate Management*
Sharon Leiba-O’Sullivan, Concordia U.

*What Matters Most: Selecting the Best or Eliminating the Worst*
Joanne D. Leck, HEC
Sharon Leiba-O’Sullivan, Concordia U.

*Repatriation as a Knowledge-Creating Career Experience*
Allan Bird, California Polytechnic State U.

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**Discourse and Change in Organizations**

*Joint symposium sponsored by BPS, MOC & OMT*

**Co-Chairs**
Christiane Demers, HEC, Montreal
Jean-Louis Denis, U. of Montreal
Nicole Giroux, U. of Montreal
Ann Langley, U. du Québec à Montréal

**Discussant**
Karen Golden-Biddle, U. of Alberta

*The Dialogic Organization*
Mary Jo Hatch, Cranfield U.
Sanford B. Ehrlich, San Diego State U.

*Discursive Strategies in Announcements of Mergers and Acquisitions*
Christiane Demers, HEC, Montreal
Nicole Giroux, U. of Montreal
Symbolism, Sensemaking, Sensegiving, and Strategic Change
Dennis A. Gioia, Pennsylvania State U.
Kevin G. Corley, Pennsylvania State U.

From Institutional Discourse to Organizational Action
Jean-Louis Denis, U. of Montreal
Ann Langley, U. du Québec à Montréal

Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations
Joint symposium sponsored by OB & OMT
Co-Chairs
Sigal G. Barsade, Yale U.
Donald E. Gibson, Yale U.

Exploring Socialization-Affect-Performance Linkages
Michael G. Pratt, U. of Illinois, Urbana-Champaign
Jeffrey Baer Kaufmann, U. of Illinois, Urbana-Champaign

Managing Other People's Emotions: Expressed Emotions and Influence Tactics in Organizations
Donald E. Gibson, Yale U.
Sigal G. Barsade, Yale U.

Links Between Task and Organizational Event Structures and Work Group Moods
Richard Saavedra, U. of Michigan
Caroline A. Bartel, U. of Michigan

Getting Mad About What Matters Most: Sources and Consequences of Anger in the Workplace
Wilfred J. Zerbe, U. of Calgary
Chryssa Sharp, U. of Calgary

Managing Emotions: Contextual Cues Inducing Warmth, Activity, and Power in Organizations
Anat Rafaeli, Hebrew U.
Avraham Natan Klueger, Hebrew U.

Early Liberationary Impulses in the American Workplace: A Historical Examination of Empowerment
Joint symposium sponsored by MH, ODC & OMT
Co-Chairs
Pushkala Prasad, U. of Calgary
Dafna Eylon, U. of Richmond

Discussants
Daniel A. Wren, U. of Oklahoma
Ulla Johansson, Lund U.

Empowerment: Creating Within Historical Tensions
Hilary Bradbury, Boston College
Jean M. Bartunek, Boston College

Empowerment and Industrial Democracy
Omid Nodoushani, U. of New Haven

Political Work: Ordway Tead’s Concept of Industrial Democracy
Ellen O’Connor, FX Palo Alto Laboratory, Inc. / U. of California, Berkeley

Diversity in America: An Empowerment Drama in Three Acts
Anshuman Prasad, U. of New Haven
Pushkala Prasad, U. of Calgary
Recent Advances and Continuing Challenges in Criterion Development and Measurement

Joint symposium sponsored by HR & RM

Co-Chairs
Winston R. Bennett, Jr., U. S. Air Force Research Laboratory
David J. Woehr, Texas A&M U.

Discussant
Scott I. Tannenbaum, State U. of New York, Albany / Executive Consulting Group

Rating Source Agreement on the Meaning of Performance: Is it OK to Agree to Disagree?
Robert J. Vandenberg, U. of Georgia

Multisource Performance Measurement: A Reconceptualization
Charles E. Lance, U. of Georgia

Criterion Development and Measurement in a Cross-Cultural Context: Evaluating the Success of Global Assignments
Paula M. Caligiuri, Rutgers U.

Development of a General Measure of Job Performance
Winfred E. Arthur, Texas A&M U.

The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides

Joint symposium sponsored by CAR & MED

Co-Chairs
Amy E. Hurley, Chapman U.
Cristina M. Giannantonio, Chapman U.

Discussants
Marlene Heyser, Orange County Transportation Authority
Robert D. Gatewood, U. of Georgia
Jeffrey A. Sonnenfeld, Chief Executive Institute
Claire Van Niekerken, FN Investment Center

Executive Insights Into Current HRM Practices, Education, and Research
Cristina M. Giannantonio, Chapman U.
Amy E. Hurley, Chapman U.
Stefan Wally, Chapman U.
Tom A. Buckles, Chapman U.

From Research to Practice: A Current Look at Mentoring Programs in Organizations
Terri A. Scandura, U. of Miami
Melenie J. Lankau, Cornell U.

Research and Education: Resolving the Tension
Richard L. McDowell, Chapman U.

Practitioners and Researchers
Katherine D. McKee, Right Associates

Contextual Performance of Temporary, Part-Time, and Virtual Employees: When Does Work Status Make a Difference?

Joint symposium sponsored by HR & OB

Co-Chairs
Linn Van Dyne, Michigan State U.
Christina L. Stamper, U. of North Carolina, Wilmington

Discussant
Stephan Motowidlo, U. of Florida

Determinants of Extra-Role Behavior in a Virtual Work Context
Batia L. Wiesenfeld, New York U.
Sumita Raghuram, Fordham U.

An Examination of Discretionary Work Behavior: Does Work Status Make a Difference?
Christina L. Stamper, U. of North Carolina, Wilmington
Linn Van Dyne, Michigan State U.

Temporary, Part-Time, and Full-Time Nurses: Psychological Contracts and the Performance of Extra-Role Behaviors
Deborah L. Kidder, U. of Connecticut

Are Part-Timers More Deviant Than Full-Timers?
Rebecca J. Bennett, U. of Toledo
Sandra L. Robinson, U. of British Columbia
Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image, and Identity

Joint symposium sponsored by BPS, MOC & OMT

Co-Chairs
Suzanne M. Carter, U. of Notre Dame
Janet M. Dukerich, U. of Texas, Austin

How the Invisible Identify: Organizational Reputation as Social Identity
Kimberly D. Elsbach, U. of California, Davis

Adding Insult to Injury: Identity Threats and Reputation Repair
Suzanne M. Carter, U. of Notre Dame
Janet M. Dukerich, U. of Texas, Austin

Learning From Crisis: Reputation Management at Royal Dutch/Shell
Charles Fombrun, New York U.
Virolla P. Rindova, New York U.

Multiple Mirrors at an Emerging Market
David L. Deephouse, Louisiana State U.
Timothy B. Palmer, Louisiana State U.

Identity, Image, and Adaptive Instability
Dennis A. Gioia, Pennsylvania State U.
Majken Schultz, Copenhagen Business School

Is Trust the Chicken or the Egg? The Interrelationships Between Trust, Reputation, and Alliance Performance
Todd Saxton, Indiana U., Bloomington
Ingo Holzinger, U. of Wisconsin, Madison

Building Interorganizational Trust: Evidence for the Process-Based Perspective
Jeffrey H. Dyer, U. of Pennsylvania

Wanted: Effective Global Managers
Three Corporate Perspectives on Growing and Developing Global Managers

Joint symposium sponsored by IM & ODC

Co-Chairs
Ellen Kaye Gehrke, U. S. International U.
Bruce Evans Griffiths, Organization Systems, Inc.

Discussant
Susan C. Schneider, HEC / U. of Geneva

Presenters
Jeffrey Michael Cava, Nike, Inc.
Judy Schunn, Crayola / Hallmark / Binney & Smith
Rhonda Weyer, Dow Corning, Inc.

Why Alliance Trust Matters: Defining and Measuring Trust in Interorganizational Relationships

Joint symposium sponsored by BPS & OMT

Co-Chairs
Andrew C. Inkpen, Thunderbird
Todd Saxton, Indiana U., Bloomington

Discussant
Peter Smith Ring, Loyola Marymount U.

Joint Venture Trust: Conceptualization, Measurement, and Analysis at Multiple Levels
Steven C. Currall, Rice U.
Andrew C. Inkpen, Thunderbird

Virtual Management Education: An Exploration Into Unknown Spaces

Joint symposium sponsored by MED, OCIS & TIM

Chair
Daniel K. Spangler, Washington State U., Pullman

Panel
Douglas D. Baker, Washington State U., Vancouver
Neal Mero, Washington State U., Tri-Cities
Richard Orwig, Washington State U., Vancouver
Daniel K. Spangler, Washington State U., Pullman
Charles M. Vance, Loyola Marymount U.

Is Trust the Chicken or the Egg? The Interrelationships Between Trust, Reputation, and Alliance Performance
Todd Saxton, Indiana U., Bloomington
Ingo Holzinger, U. of Wisconsin, Madison
Positive Conflict in East Asia:
Emerging Paradigms

Joint symposium sponsored by CM, IM & OB

Chair
Kwok Leung, Chinese U. of Hong Kong

Discussant
Kwok Leung, Chinese U. of Hong Kong

Cognitive and Motivational Analysis of Avoidance in Japanese Organizational Conflicts
Kenichi Ohbuchi, Tohoku U.

Negotiating in the U.S. and Hong Kong: The Role of Norms and Motivational Orientations
Catherine Tinsley, Georgetown U.
Madan M. Pillutla, Hong Kong U. of Science and Technology

Conflict-Positive Culture and Organizational Performance in the Collectivist Country: The Case of South Korea
Yung-ho Cho, Ajou U.
Ho-hwan Park, Ajou U.
Jeongkoo Yoon, Ajou U.

Culture, Values, and Conflict Management: Accounting for Country Differences and Individual Differences in Conflict Management Style
Michael W. Morris, Stanford U.
Katherine Williams, Stanford U.
Kwok Leung, Chinese U. of Hong Kong
Deepti Bhantnager, Alamalbad
Jianfeng Li, Peoples U. of China, Beijing
Mari Kondo, Asian Institute of Management, Manila
Jin-Lian Luo, Tong Ji U.
Jun-Chen Hu, Fudan U.

Conflict’s Contribution to Team Effectiveness: Studies in China
Dean Tjosvold, Lingnan College / Simon Fraser U.
Chun Hui, Hong Kong U. of Science and Technology

Mitigating Organizational Dysfunction: A Role of Accountability Systems

Joint symposium sponsored by HR, OB & SIM

Co-Chairs
Dwight D. Frink, U. of Mississippi
Richard J. Klimoski, George Mason U.

Discussant
Gerald R. Ferris, U. of Illinois, Urbana-Champaign

Accountability Theory, Safety Behaviors, and Accidents
David A. Hofmann, Texas A&M U.

Accountability and Aggressive Work Behavior
Anne M. O’Leary-Kelly, U. of Arkansas, Fayetteville

Resolving the Dysfunctional Consequences of Unfair Discrimination in Organizations
Dianna L. Stone, State U. of New York, Albany
Eugene F. Stone-Romero, State U. of New York, Albany

Negotiating Conflicts Constructively

Papers from CM, HCM & IM

Facilitator
Max H. Bazerman, Northwestern U.

Do Cooler Heads Prevail? Intrapersonal and Interpersonal Conflict Across Time
Kathleen M. O’Connor, Cornell U.
Carsten K. W. de Dreu, U. of Amsterdam
Holly Schroth, U. of California, Berkeley
Terri Robin Lituchy, Concordia U.
Max H. Bazerman, Northwestern U.

Social Motives in Integrative Negotiation: A Meta-Analytic Review and Test of Two Theories
Carsten K. W. de Dreu, U. of Amsterdam
Laurie R. Weingart, Carnegie Mellon U.
Seungwoo Kwon, Carnegie Mellon U.
Conflict Across Organizational Boundaries: Health Care Providers Versus Managed Care Organizations
Ronda Roberts Callister, Utah State U.
James A. Wall, Jr., U. of Missouri, Columbia
Using Negotiated Order Theory to Understand the Cross-Cultural Adjustment Process
Xiaoyun Wang, McGill U.
Alfred Michael Jaeger, McGill U.

Job Satisfaction and Performance
Papers from HR, OB & RM
Facilitator
Arthur P. Brief, Tulane U.
Fostering the Human Spirit at Work: The Influence of Job Design, Self-Management Leadership, Coworker Relations, and Work Role Fit on Experienced Meaningfulness in the Workplace
Douglas R. May, U. of Nebraska
Production Uncertainty as a Contextual Moderator of Employee Reactions to Job Design
Brett M. Wright, Sydney Water Corporation LTD.
John Lionel Cordery, U. of Western Australia
The Job Satisfaction-Job Performance Relationship: 1939-1998
Timothy A. Judge, U. of Iowa
Carl J. Thoresen, U. of Iowa
Joyce E. Bono, U. of Iowa
Gregory K. Patton, U. of Iowa
The Construct Validity of the Job Descriptive Index (JDI): Review, Critique, and Analysis
Angelo J. Kinicki, Arizona State U.
Frances M. McKee-Ryan, Arizona State U.
Chester A. Schriesheim, U. of Miami
Kenneth P. Carson, U. of Tennessee, Chattanooga

Management Succession
Papers from ENT, MC & OB
Facilitator
James Fredrickson, U. of Texas, Austin
Determinants of Satisfaction With Succession Process in Family Firms: An Empirical Assessment
Pramodita Sharma, Dalhousie U.
James J. Chrisman, U. of Calgary
The Shadow of the Founder
Peter S. Davis, U. of Memphis
Paula D. Harveston, U. of Memphis
Coaching Executives to Leave Footprints
Judith A. Stimson, Andersen Consulting LLP
Reciprocity in Intergenerational Allocation Decisions: A Golden Rule Over Time
Kimberly A. Wade-Benzoni, Northwestern U.

Learning in Networks
Papers from OB & OMT
Facilitator
Edward J. Zajac, Northwestern U.
Sources of Influence: The Impact of Network Actors on Employee Attitudes
Priti Pradhan Shah, U. of Minnesota
The Dynamic Evolution of Interorganizational Networks
Ranjay Gulati, Northwestern U.
Martin Gargiulo, INSEAD / Columbia U.
Bridging Ties: A Source of Competitive Capabilities in Geographical Clusters
William McEvily, Carnegie Mellon U.
Akbar Zaheer, U. of Minnesota
Social Capital and the Cost and Acquisition of Financial Capital: An Embeddedness Approach
Brian Uzzi, Northwestern U.
James J. Gillespie, Northwestern U.
9:00 am - 10:20 am
Convention Center 7A

Strategic and Organizational Evolution

Papers from BPS, IM & OMT

Facilitator
Huseyin Leblebici, U. of Illinois, Urbana-Champaign

Integrating Strategy and Organizational Evolution: The Coevolution of Intrafirm Evolutionary Processes and Firm Outcomes
Tammy L. Madsen, Southern Methodist U.
Elaine Mosakowski, U. of California, Los Angeles
Srilata Zaheer, U. of Minnesota

Strategy as Guided Evolution
Bjorn Lovas, INSEAD
Sumantra Ghoshal, London Business School

Corporate Genealogy and the Transformation of Resources: A Study of Service Firms in Japan
Kiyohiko Ito, U. of Wisconsin, Madison
Elizabeth L. Rose, U. of Auckland

Building a Memetic View of Organizations
Patrick L. Schultz, Texas Tech U.

10:40 am - 12:00 pm
Convention Center 17B

Measuring Organizational Performance

Papers from BPS, OB & PNS

Facilitator
R. Edward Freeman, U. of Virginia

What Have We Learned About Variance in Accounting Profitability?
Michael E. Porter, Harvard U.
Anita M. McGahan, Harvard U.

Making Interfirm and Intrafirm Performance Comparisons: The Data Envelopment Analysis Approach
Kamllesh Jain, Golden Gate U.
Vinod K. Jain, Bowling Green State U.

The Measurement of the Meaning of Money
Terence R. Mitchell, U. of Washington
Amy Elizabeth Mickel, U. of Washington
Steve Dakin, U. of Canterbury
Sam Gray, New Mexico State U.

Dimensions of Effectiveness in Nonprofit Human Service Organizations
William A. Brown, Claremont Graduate U.

10:40 am - 12:00 pm
Convention Center 8

Developing Knowledge Capital

Papers from ENT, IM, MOC & OMT

Facilitator
Theresa Lant, New York U.

Effects of Knowledge Intensity, Imitability, and Time to Internationalization on Growth
Erkko Autio, London Business School
Harry J. Sapienza, London Business School / U. of South Carolina
James G. Almeida, London Business School

Knowledge Transfer and Creation Within the MNE: A Task-Contingent View
James Nebus, U. of South Carolina
The Information Processing Perspective and the Practice of Management in Organizational Formation
Ronald K. Mitchell, U. of Victoria
Eric A. Morse, U. of Victoria

Harnessing Social Capital for Productive Resource Exchange
Peter Moran, INSEAD
Charles Galunic, INSEAD

Technological Development
Papers from HCM, OMT & TIM
Facilitator
Philip Anderson, Dartmouth College

Technology Neglect: The Case of Chronic Kidney Disease
David Ahlstrom, Chinese U. of Hong Kong
Raghu Garud, New York U.

New Product Introduction and Firm Failure in the U.S. Bicycle Industry, 1880-1918
Glen Dowell, U. of Michigan
Anand Swaminathan, U. of Michigan

Conference Proceedings Paper
Winner of Stephan Schrader Best Paper Award
Dominant Designs, Technology Cycles, and Organization Outcomes
Michael L. Tushman, Harvard U.
Johann Peter Murmann, Northwestern U.

Innovation as Industry-Wide Construction of Institutional Templates: Lessons From the Civil Flight Simulation Industry
Roger Miller, U. of Quebec, Montreal
Serghei Floricel, U. of Quebec, Montreal

Teleworking and Telecommuters
Papers from CAR, IM & TIM
Facilitator
Gerardine DeSanctis, Duke U.

Patterns of Telecommuting and Their Consequences: Framing the Research Agenda
Daniel C. Feldman, U. of South Carolina
Thomas W. Gainey, U. of South Carolina

Human Resource Practices for Telework: The European Experience
Sumita Raghuram, Fordham U.
Henrik Holt Larsen, Copenhagen Business School

Telework in Europe
Jos Van Ommeren, Cranfield U.

Workgroup Reliance: A Matter of Importance in Telework
Shaila Maria Miranda, Florida Atlantic U.

Escalating Into and Out of Jams
Papers from BPS, MC, MOC & OCIS
Facilitator
Barry M. Staw, U. of California, Berkeley

James Edward Henderson, INSEAD

Winner of MC Division Second Prize for Outstanding Student Paper
Two Strikes and You're Out: Why Forty Million Dollars and a Team of Consultants From McKinsey Could Not Save The New York Herald Tribune
Christopher D. McKenna, Johns Hopkins U.

The Role of Organizational Structure: Lessons From a Near-War
Michael George Jacobides, U. of Pennsylvania

Winner of OCIS Division Top Paper Award
Deescalation of Information Technology Projects: Lessons From the Denver International Airport
Ramiro Montealegre, U. of Colorado, Boulder
Mark Keil, Georgia State U.
**Major Organizational Changes**

*Papers from BPS, HCM, OM & ONE*

**Facilitator**
Bala Chakravarthy, U. of Minnesota

*From the M-Form to the N-Form: Taking Stock of Changes in the Large Industrial Corporation*
Nitin Nohria, Harvard U.

*Evolution to a System of Managed Care in Community Mental Health: The Tucson/Pima County Experiment*
Keith G. Provan, U. of Arizona
H. Brinton Milward, U. of Arizona
Kimberley Roussin, U. of Arizona

*The Impact of New Manufacturing Requirements on Production Line Productivity and Quality at a Focused Factory*
Ashok Mukherjee, Case Western Reserve U.
William G. Mitchell, U. of Michigan
F. Brian Talbot, U. of Michigan

*Action-Learning Networks and the Sustainable Enterprise: The Case of Ontario Hydro*
Nigel John Roome, Tilburg U.
Ron Bergin, Auditor General’s Office, Canada

**Supply Chain Integration**

*Papers from BPS, ONE & TIM*

**Facilitator**
Philip H. Birnbaum-More, U. of Southern California

*The Influence of Customer Scope on Supplier Learning and Performance in the Japanese Automobile Industry*
Jeffrey H. Dyer, U. of Pennsylvania
Kentaro Noeoka, Kobe U.

*Implementing Environmental Programs Across Dispersed Supply Chains: A Transaction Costs Analysis of Exchange Hazards in Green Supplier Relations*
Christine Rosen, U. of California, Berkeley
Janet E. L. Bercovitz, Duke U.
Sara Beckman, U. of California, Berkeley

*Moving Towards Modularity: Antecedents and Outcomes*
Melissa A. Schilling, Boston U.

*Some Possible Limits to ‘Japanese’ Supplier Relations: An Empirical Study of Disk Drive Sourcing Decisions in Japanese Notebook Computers*
Henry W. Chesbrough, Harvard U.
Organizational Identity

Papers from BPS, MOC & OMT

Facilitator
Stuart Albert, U. of Minnesota

How Organizational Identity Shapes Strategy
Hamid Bouchikhi, ESSEC
John Kimberly, U. of Pennsylvania / INSEAD

Michael G. Pratt, U. of Illinois, Urbana-Champaign

Conference Proceedings Paper
Structuration Theory: An Expanded Theoretical Framework for Organizational Identity
Yolanda A. Sarason, U. of New Mexico
Anne Sigismund Huff, U. of Colorado / Cranfield U.

Organizational Identity: An Empirical Investigation of Unresolved Issues
Loren T. Gustafson, Seattle Pacific U.
Rhonda K. Reger, U. of Maryland

Leadership Development

Papers from IM, MED, OB & PNS

Facilitator
Ken G. Smith, U. of Maryland

Work-Related Values and Perceived Leadership Styles Among One Company’s U.S. and German Telecommunication Employees
K. Peter Kuchinke, U. of Illinois, Urbana-Champaign

Organizational Leader-Team Behavioral Complexity: A Roles-Based Approach to Understanding Leader-Team Behavioral Potential
George E. Dodge, Texas Tech U.
Grant T. Savage, Texas Tech U.

New Directions In Leadership Research: Insights From the Cross-Fertilization of Organizational Behavior and Strategic Management Research
Frank C. Schultz, U. of Minnesota
Marc H. Anderson, U. of Minnesota
Jeffery A. Thompson, U. of Minnesota

Paradoxes in Leadership and Strategic Change
Paul C. Nutt, Ohio State U.
Robert W. Backoff, Ohio State U.
Michael F. Hogan, Ohio Department of Mental Health

Executive Compensation

Papers from BPS, HR, OB & SIM

Facilitator
Paul M. Hirsch, Northwestern U.

CEO Compensation: A Study of the Effects of CEO External Linkages
Marta A. Geletkanycz, Boston College
Brian K. Boyd, Arizona State U.
Sydney Finkelstein, Dartmouth College

Do Incentives Work? The Perceptions of Senior Executives From 30 Countries
Michael Beer, Harvard U.
Nancy R. Katz, Harvard U.

The Effects of Financial Versus Nonfinancial Rewards on Worker Performance: A Field Experiment
Fred Luthans, U. of Nebraska
Alexander D. Stajkovic, U. of California, Irvine
Alisa Mosley, U. of Nebraska

Corporate Reputation: Effects of Executive Compensation Strategy and Firm Social Performance
Sanjay Goel, Suffolk U.
Fanny C. Caranikas, Washington State U., Pullman

2:30 pm - 3:50 pm
Westin Balboa
**Privatization in Eastern European Economies**

Papers from MH, OMT, PNS & TIM

**Facilitator**
Paul R. Lawrence, Harvard U.

*Make Haste Slowly: Augustus Caesar's Transformation of the Roman World*
Daniel J. Svyantek, U. of Akron

*Did Socialism Fail to Innovate? A Natural Experiment of the Two Zeiss Companies*
Bruce Kogut, U. of Pennsylvania
Udo Zander, Stockholm School of Economics

*Privatization: A Transitional Analysis of Property Rights Theory and Political Market Theory Using Steel Firms*
Jina Kang, U. of California, Los Angeles

*Post-Socialist Innovation: The Hungarian Case*
Koty Lapid, Hungarian Scientific Academy / Sharit Technologies Ltd.
Henry Etzkowitz, State U. of New York, Purchase

**Designing Organizations**

Papers from BPS, ODC & OMT

**Facilitator**
Alan D. Meyer, U. of Oregon

*The Configurational Approach in Strategic Management: Reconstruction and Criticism*
Andreas Georg Scherer, U. of Erlangen-Nuremberg
Rainer Beyer, Vienna U. of Economics

*Towards a Culturally Sensitive Approach to Organization Structuring: Where Organization Design Meets Organization Development*
Paul Bate, U. of Bath
Raza Khan, U. of Bath
Annie Pye, U. of Bath

*Horizontal Relationships and the Quality of Communication: Coordinating the Airline Departure Process*
Jody Hoffer Gittell, Harvard U.

*Structure as Structuring*
Nitin Nohria, Harvard U.

**Procedural Justice in the Workplace**

Papers from CM, OB, ODC & PNS

**Facilitator**
J. Keith Murnighan, Northwestern U.

*Consistency Versus Flexibility: Employee Voice in Rule-Based and Discretionary Decision Procedures*
Cheryl L. Hendrickson, American Institutes for Research
Wayne Harrison, U. of Nebraska, Omaha

*Communication, Procedural Justice, and Employee Attitudes: Relationships Under Conditions of Divestiture*
C. Gopinath, Suffolk U.
Thomas E. Becker, U. of Delaware

*Managing Employees' Responses to Large-Scale Change: The Role of Organizational Justice and Anxiety*
Janice M. Paterson, U. of Queensland

*Procedural Justice, Affective Commitment, and Intent to Stay in the U.S. Army Reserve*
Eileen Alanna Hogan, Kutztown U.
Leslie E. Overmyer-Day, Amerind, Inc.
Daniel Geiger, Kutztown U.

**Rise and Decline of Organizational Forms**

Papers from OMT & TIM

**Facilitator**
Elaine Romanelli, Georgetown U.

*The Rise of Chain, and Decline of Independent, Nursing Homes in Ontario, 1971-1996*
Joel A. C. Baum, U. of Toronto

*Order and Ideology in the Community Ecology of Organizations*
Paul Ingram, Carnegie Mellon U.
Tal Simons, Tel Aviv U.

*Life, Death, and Change Along Gasoline Alley: Exploring Change and Failure Among Service Station Retailers*
John M. Usher, Memorial U. of Newfoundland
Thomas J. Cottrell, U. of Calgary

*Technological Innovations in Complex Systems and Emergence of New Organizational Forms*
Anil Nair, Old Dominion U.
INTERACTIVE PAPER SESSIONS

9:00 am - 10:20 am
Westin
California A

Human Resources
A Conceptual Approach to the Creation and Early Development of Human Resource Management Departments
Carlos J. Sanchez-Runde, IESE, U. of Navarra, Barcelona

Flexible Human Resource System: Secret for Success?
Mousumi Bhattacharya, Syracuse U.

Implications of Utility Analysis Corrections for Estimates of Human Resource Intervention Value
Michael C. Sturman, Louisiana State U.

International Management
Conference Proceedings Paper
Timing of Investment and International Expansion Performance
Yadong Luo, U. of Hawaii

Complementarities Between Sino-Foreign Joint Ventures and Local Partners’ Investments in Technological Capabilities
Steven White, Hong Kong U. of Science and Technology
Hideki Yoshihara, Kobe U.
Xielin Liu, Chinese National Research Center for Science and Technology

Entry Mode Strategy and Its Impact on Performance: A Transaction Cost Analysis of Foreign Direct Investment in China
Haiyang Chen, Youngstown State U.
Michael Y. Hu, Kent State U

Managerial & Organizational Cognition
Judgments of Quality: Confusing Inputs With Outputs
Karen R. Chinander, U. of Miami
Maurice E. Schweitzer, U. of Pennsylvania

Liking and Performance: Integrality Revisited
Robert L. Cardy, Arizona State U.
T. T. Selvarajan, Arizona State U.

Power to Know: The Relation Between Power and Knowledge in Organizational Conversations
Markus Venzin, SDA Bocconi U.
Georg von Krogh, U. of St. Gallen

12:20 pm - 2:10 pm
Westin
California A

Careers
A Matter of Perspective: The Effect of Race of Rater and Ratee on Managerial Performance Feedback
Martin N. Davidson, Dartmouth College
Sylvia Swigert, Center for Creative Leadership
Marian Ruderman, Center for Creative Leadership

Differences in the Observational Accuracy and Evaluation of Organizational Citizenship Behavior Across Ratee Gender
Tammy D. Allen, U. of South Florida
Michael C. Rush, U. of Tennessee

The Influence of Psychological Contract Violations on Employee Behavior: Tests of a Mediated Model
William H. Turnley, Kansas State U.
Daniel C. Feldman, U. of South Carolina

Human Resources
The Effect of Skill Flexibility on Work Attitudes and Performance: The Case of Secondary School Teachers
Zehava Rosenblatt, U. of Haifa
Batia Inbal, U. of Haifa

The Determinants of Wage Dispersion: An Intraindustry Examination
Nancy Brown Johnson, U. of Kentucky
Irene Goll, U. of Scranton
Terry L. Amburgey, U. of Kentucky
The Discriminant Validity of Facets of Role Ambiguity
Chockalingam Viswesvaran, Florida International U.
Juan I. Sanchez, Florida International U.
Deniz S. Ones, U. of Minnesota

Satisfaction With Pay Systems: Antecedents and Consequences
Marcia P. Miceli, Ohio State U.
Paul W. Mulvey, North Carolina State U.

Organizational Behavior
When Majority Voting Is Not Enough: A Test of Referent Cognition Theory
Kenneth H. Price, U. of Texas, Arlington
Terry M. Coalter, Jacksonville U.
James E. Hunton, U. of South Florida

Social Costs of Proactive Learning in Organizations: The Case of Seeking Help
Fiona Lee, U. of Michigan

Gaining Performance but Losing Affect: Effects of Feedback Orientation, Standards, and Tone
Kathryn M. Bartol, U. of Maryland
Neta A. Moye, U. of Maryland

Individual Differences in Feedback Propensities and Their Relationship to Training Performance
David M. Herold, Georgia Institute of Technology
Charles K. Parsons, Georgia Institute of Technology
Donal B. Fedor, Georgia Institute of Technology
Walter D. Davis, Georgia Institute of Technology

Help, Mobility, and Work Attitudes in the Careers of Professionals: A Longitudinal Study
Monica C. Higgins, Harvard U.
David A. Thomas, Harvard U.

Conflict Management
Multiple Selves in the Prisoners' Dilemma
Leaf D. Van Boven, Cornell U.
Robert Gibbons, Massachusetts Institute of Technology / NBER

Framing and Social Categorization in Nested Social Dilemmas
Jeffrey T. Polzer, U. of Texas, Austin
Katherine Stewart, U. of Texas, Austin
Jessica L. Simmons, U. of Texas, Austin

From Anger to Action: How Psychological Contract Violation Affects Attitudes and Behavior in the Workplace
Kyle Lewis-McClear, U. of Maryland

Human Resources
Explanations for Selection Decisions: Applicants’ Reactions to Detailed Explanations
Robert Edwin Ployhart, Michigan State U.
Ann Marie Ryan, Michigan State U.
Matthew Bennett, Michigan State U.

The Influence of Socialization Tactics on Newcomers’ Social Networks
Maria L. Krainer, U. of Illinois, Chicago
Scott E. Seibert, U. of Notre Dame

On the Question of Controlling ‘A’ While Hoping For ‘OCB’ (With Apologies to Steven Kerr)
Carol Cabrey Cirka, Temple U.

Organizational Behavior
A Test of the Structural Validity and Generalizability of a Referent Cognitions Model: A Cross-Cultural Replication
Karl Aquino, Georgia State U.
Griffeth W. Rodger, Georgia State U.
Stefan Gaertner, Georgia State U.
Michael Lee, Lucky-Goldstar Group

Women and Taxis and Dangerous Judgments: Content Sensitive Use of Base-Rate Information
Livia Markoczy, Cranfield U.
Jeffrey Goldberg, Cranfield U.
Theoretical Development and Extension of the Unfolding Model of Voluntary Turnover
Thomas W. Lee, U. of Washington
Terence R. Mitchell, U. of Washington
Brooks C. Holtom, U. of Washington

Going Once, Going Twice, Gone: Uncertainty, Consortia Formation, and Overpayment
Karen Lund Page, Stanford U.

Coalition as a Breeding Ground for Organizational Culture: A Framework in Resource Exchange and Transaction Cost Perspectives
Ping Kwong Yeung, Open U. of Hong Kong

Business Policy & Strategy

Jane C. Wei, Stanford U.

Transaction-(In)Efficiency, Value-(In)Efficiency, and Interfirm Collaboration
Anoop Madhok, U. of Utah

Trust, Opportunism, and the Invisible Handshake: Toward a Theory of Relational Competence Development
Augustine A. Lado, Cleveland State U.

Enhancing the Opacity of Strategies and Profits: The Ownership Structure of Firms
Jennifer E. Bethel, Babson College / U.S. Securities & Exchange Commission
Julia Porter Liebeskind, U. of Southern California

International Management

Employment Systems and Practices in China’s Industrial Sector During and After Mao’s Regime
Cherrie Jiuhua Zhu, Monash U.
Peter J. Dowling, U. of Tasmania

Competitive Acceptance in Cross-Cultural Interaction: Findings From an Empirical Study
Christian Scholz, U. of Saarland
Volker Stein, U. of Saarland

Is Trust a Historical Residue? Some Cross-Country Empirical Evidence
Tarun Khanna, Harvard U.
Raymond Fisman, Harvard U.

Organizational Communication Information Systems

User Attitudes Toward Governmental Surveillance on the Internet
Holger M. Holsten, U. of the German Federal Armed Forces, Hamburg
Urs E. Gattiker, U. of Aalborg
Linda Janz, U. of Lethbridge
Jan Kelb, KonNet GmbH, Germany
Oliver Schwenteck, U. of the German Federal Armed Forces, Hamburg
Joerg Schwenteck, U. of the German Federal Armed Forces, Hamburg
Jonathan Miller, U. of Cape Town

Wired Meetings: Technological Mediation of Organizational Gatherings
Janet Fulk, U. of Southern California
Lori Collins-Jarvis, U. of Southern California

Operations Management

A Resource-Based View of Operations Management
Marta Mooney, Fordham U.
Marek P. Hessel, Fordham U.

Automotive Manufacturing in China
Nick Oliver, U. of Cambridge
Rick Delbridge, U. of Wales, Cardiff
James Andrew Lowe, U. of Wales, Cardiff

Research Methods

The Optimal Number of Response Options: A Neglected Consideration in Questionnaire Design
Carey L. Peters, Tennessee Valley Authority
Sabine B. Maetzke, Tennessee Valley Authority
Scott E. Bryant, Developmental Dimensions International
Danielle M. Adams, Tennessee Valley Authority

The Centrality of Groups, Teams, and Classes
Stephen P. Borgatti, Boston College
Martin G. Everett, U. of Greenwich
Conference Proceedings Paper
Winner of Sage Publications/RM Division Best Paper Award
*A Comparison of Full Versus Fractional Factorial Designs in Policy-Capturing Studies*
Mary E. Graham, Georgia State U.
Daniel M. Cable, U. of North Carolina, Chapel Hill

**Human Resources**

*Human Resource Management and Firm Performance: The Indian Experience*
Nagaraj Sivasubramaniam, State U. of New York, Binghamton
C. S. Venkata Ratnam, International Management Institute, India

*Cost-Benefit Analysis of Organizational Interventions: The Case for Downsizing/Restructuring*
Asa Birati, Bar-Ilan U., Ramat-Gan
Aharon Tziner, Netanya Academic College

*Work-Family Human Resource Systems and Perceived Organizational Performance*
Jill E. Perry-Smith, Georgia Institute of Technology
Terry C. Blum, Georgia Institute of Technology

*The Effects of Employee Health Management Programs on Organizationally Valued Outcomes*
D. Scott Kiker, U. of Florida
Timothy G. DeGroot, Catholic U. of America

**Managerial & Organizational Cognition**

*Cognition, Words, and Logic: How Fuzzy Logic Can Help Us to Design New Organizational Procedures*
Giuseppe Zollo, U. of Naples

*Multiple Reference Points in Pay Satisfaction Assessment*
Lisa D. Ordóñez, U. of Arizona
Terry Connolly, U. of Arizona
Richard Coughlan, U. of Arizona

**Organizational Development & Change**

*An Organizational Change Process Geared Towards Learning*
Karen Ayas, Erasmus U., Rotterdam

*Social Skills as Predictors of Task or Socio-Emotional Leadership in Groups: Preliminary Findings*
Adam Morgan, U. of New South Wales
Geoff Eagleson, U. of New South Wales
Robert Waldensee, Queensland U. of Technology

*Factors Influencing TQM Implementation in Knowledge Work Environments: An Integrative Framework*
Susan Schick Case, Case Western Reserve U.
Param Srikantia, Case Western Reserve U.
Sangeeta Parameshwar, Case Western Reserve U.

**Business Policy & Strategy**

*Are Security Analysts Swayed by Corporate Reputations in Making Their Earnings Forecasts?*
Rakesh B. Sambharya, Rutgers U., Camden
James J. Cordeiro, State U. of New York, Brockport

*The Role of Organizational Slack in a Transitional Economy: A Test of Organization and Agency Theories*
J. Justin Tan, California State U., San Marcos
Michael W. Peng, Ohio State U. / Chinese U. of Hong Kong
Strategic Thinking: Strategy as a Shared Framework in the Mind of Managers
Joaquim Vilà, IESE, U. of Navarra, Barcelona
Esteban Masifern, IESE, U. of Navarra, Barcelona

Strategic Management of the Multibusiness Firm: An Organizing Framework
Tomo Noda, INSEAD
Kazuhiko Asakawa, Keio U.

Do Interfirm Differences in Economies of Scale and Scope Affect the Subsequent Evolution of Market Shares in an Industry?
Richard Jason Makadok, Emory U.

International Management
Conference Proceedings Paper
Foreign Expansion Actions: The Impact of Product and Domestic Expansion and a Firm’s Prior Foreign Business Involvement
Roger Chen, U. of San Francisco
Marc J. Martin, U. of Akron

Why Firms Diversify in a Transition Economy: A Theoretical Exploration
Shaomin Li, City U. of Hong Kong
Mingfang Li, California State U., Northridge
J. Justin Tan, California State U., San Marcos

Techno-Diamonds: Are They Locally Responsive or Globally Integrated?
Monisha Das, Golden Gate U.

Global Diversification as a Function of Initial Diversity and Firm Size
Parshotam Dass, U. of Arkansas
Michael K. Moch, Michigan State U.

Organization & Management Theory
Strategic Cooperation Versus Tactical Cooperation and Their Divergent Relationship With Decision Makers’ Beliefs About Buyer-Supplier Dyad Performance
Hazel A. Kerwood, York U.

Agency Relationships in Family Firms: Theory and Evidence
William S. Schulze, U. of Connecticut
Richard N. Dino, U. of Connecticut
Michael Lubatkin, U. of Connecticut / ESC, Lyon

‘Knowledge-Added’ Outsourcing: Learning and Efficiency
Randal S. Franz, Seattle Pacific U.
Scott Smith, Adobe Systems Inc.

Making Sense of Total Quality Management With Market Process Theories of Economics
Todd H. Chiles, U. of Delaware
Thomas Y. Choi, Arizona State U.

Risk Mitigation Through Organizational Structure
Carolyn B. Libuser, U. of California, Los Angeles
Karlene H. Roberts, U. of California, Berkeley

CAUCUSES

Table 1 - Person-Organization Fit: A Synonym for Cloning?
Jon Billsberry, Open U.
Contact: j.billsberry@open.ac.uk

Table 2 - Asian/Asian-American Caucus
Cliff Cheng, U. of Southern California
Contact: cliffc@almaak.usc.edu

Table 3 - Rediscovering Grounded Theory
Anne B. Duncan, London Business School
Contact: aduncan@lbs.ac.uk

Table 4 - Action Learning With Virtual Transnational Teams: Management Training in Asia
Lichia Yiu, Organisational Consultants, Ltd.
Judith E. Parker, Technical Education, 3M
R.S. Moorthy, Research and Strategic Capabilities, Motorola
Raymond A. Saner, Centre for Socio-Eco-Nomic Development
Contact: jc.parker@mrm.com
Table 5 - Teaching in a Technology-Rich Environment  
Raymond M. Guydosh, State U. of New York, Plattsburgh  
Contact: guydosrm@splava.cc.plattsburgh.edu

Table 6 - The Need for a Model of HRM in SMEs  
Scott R. Safranski, Saint Louis U.  
Pamela M. Williams, Saint Louis U.  
Contact: safranskisr@slu.edu

Table 7 - Engaging the Academy in the HR Network  
Craig A. Olson, U. of Wisconsin, Madison  
Thomas A. Kochan, Massachusetts Institute of Technology  
Contact: colson@bus.wisc.edu

Table 8 - Managerial Communication and Organizational Context  
E. Brooke Harrington, Harvard U.  
Contact: brooke@wjh.harvard.edu

Table 9 - Environmental Entrepreneurship  
Norris F. Krueger, Jr., Entrepreneurial Strategies  
Michael Lounsbury, Northwestern U.  
Astad Pastakia, Nirma Institute of Management  
Contact: nfkrueger@hotmail.com

Table 10 - Team Teaching on the Internet  
Paul Shrivastava, Bucknell U.  
Paul Meising, State U. of New York, Albany  
Contact: socrates@environmentalintel.com

Table 11 - Organizational Change and Middle Management Commitment  
Shahnaz Naughton, Griffith U.  
Contact: s.naughton@bhm.gu.edu.au

Table 12 - Addressing the Shortage of Information Technology Workers Through Research and Practice  
Malu Roldan, U. of California, Berkeley  
Contact: roldan@haas.berkeley.edu

Table 13 - Ethical, Social, and Political Issues of Biotechnology and Their Implications for Corporate Strategies  
Jabril Bensedrine, U. of California, Berkeley  
David Vogel, U. of California, Berkeley  
Contact: bensedri@haas.berkeley.edu

Table 14 - Managing the Dynamics of Diversity in the Classroom  
Taylor Cox, Jr., U. of Michigan  
Robin J. Ely, Columbia U.  
Duncan Spelman, Bentley College  
Rosalie L. Tung, Simon Fraser U.  
Contact: rcox@umich.edu

Table 15 - Exploring Life-Giving Aspects of the Workplace  
Dick Ottaway, Fairleigh Dickinson U.  
Contact: rottaway@fdusvr1.fdu.edu

Table 16 - What Matters Most? The Relative Power of Different Relations in Organizations  
Elizabeth Wierba, U. of Michigan  
Contact: wierba@umich.edu

Table 17 - The Effect/Affect of Organizational Culture on Firm Performance  
Henry Migliore, Northeastern State U.  
Barbara McCain, Oklahoma City U.  
Contact: hmigliore@aol.com

Table 18 - Surviving and Thriving at Smaller Institutions  
Barbara A. Ribbens, St. Cloud State U.  
Monica Forret, Saint Ambrose U.  
Contact: br28@evansville.edu

Table 19 - Initiating a Cross-Disciplinary Dialog on the Ferengei Factor: Complementary Theories of Competition and Community  
Robert S. D’Intino, Virginia Polytechnic Institute and State U.  
Barbara L. Kelsey, Ryerson Polytechnic U.  
Contact: dintino@vt.edu

Table 12 - Addressing the Shortage of Information Technology Workers Through Research and Practice  
Malu Roldan, U. of California, Berkeley  
Contact: roldan@haas.berkeley.edu
Look for the Sessions on Knowledge

Knowledge Track Chairs
Rhonda K. Reger, U. of Maryland
Joyce Falkenberg, Norwegian School of Economics & Business Administration
Russell W. Coff, Washington U.

Division Welcome
Program Chair
Diana L. Day, Rutgers U.

Interfirm Collaboration
Chair
Christine Bendichte Meyer, Norwegian School of Economics and Business Administration

Discussants
David Hoopes, U. of Pennsylvania
Jeffrey Baer Kaufmann, U. of Illinois, Urbana-Champaign

What Is the Role of Partner Dispositional Factors in Interfirm Collaboration? Expanding Strategic Alliance Performance Models
Henry Adobor, Concordia U.

Interfirm Collaboration: Contractual and Resource/Competence-Based Perspectives
Anoop Madhok, U. of Utah

Bridge-Building Capability in an Interconnected Competitive Environment: A Middle-Level Perspective on the Process of Interorganizational Cooperation
Juan Florin, U. of Connecticut

The Role of Top Management Teams
Chair
Carlo A. Carnevale-Maffè, Bocconi U., Milan

Discussants
Mark de Rond, Oxford U.
Catherine A. Duran, Texas Tech U.

Organizing in Turbulent Environments: Multiple Perspectives, Multiple Methods
Organizations are increasingly facing turbulent environments in which technologies, markets, rivalries, and practices are changing with an unrelenting pace. In this symposium we showcase multiple perspectives and multiple methods of research-in-progress that review how managers organize in turbulent environments, and make recommendations on how these organizing paradigms should change.

Showcase symposium sponsored by BPS & OMT

Corporate Effects on Performance: Do They Matter and How Much?
Joint symposium sponsored by BPS, OMT & RM

What Matters Most in Corporate Governance: From Theory to Boardroom Practice
Joint symposium sponsored by BPS & OMT

Shared Interest Track on Strategic and Organizational Evolution
Papers from BPS, IM & OMT
**Governance**

*Chair*
Jeffrey L. Cummings, George Washington U.

*Discussants*
Eugenio Marchese, Cornell U.
Terrence C. Sebora, U. of Nebraska

*An Alternative Formulation of Agency Theory and Its Application to Corporate Governance*
John Hendry, U. of Cambridge

*How Well Do Agency Controls Control? An Agency-Based Empirical Examination of Public-Pension-Plan Funding*
Marguerite Schneider, Rutgers U.
Fariborz Damanpour, Rutgers U.

*The Influence of Corporate Governance on Investor Reactions to Layoff Announcements*
Richard W. Pouder, Clemson U.
R. Stephen Cantrell, Clemson U.
Subodh P. Kulkarni, Howard U.

*Does Stock-Trading Structure Affect Firm Strategic Adaptation? A Management Control Theory Perspective*
Michael N. Young, U. of Connecticut

*Identifying and Measuring Knowledge*
Bruce A. Walters, Oklahoma City U.

*Discussants*
Prescott Colvin Ensign, U. of Western Ontario
Gerry Johnson, Cranfield U.

*Development of a Generic Knowledge Strategy Typology*
Paul E. Bierly, James Madison U.

*Determinants of Horizontal and Vertical Outflows of Organizational Knowledge in MNCs: An Empirical Exploration*
Martin Schulz, U. of Washington

**Competitive Advantage**

*Chair*
Irene Goll, U. of Scranton

*Discussants*
Bo Eriksen, Odense U.
Susan K. McEvily, U. of Pittsburgh

*Capability Development, Organizational Growth, and Causality: A Dynamic Model of Competitive Advantage in the Money Market Mutual Fund Industry*
Richard Jason Makadok, Emory U.
Gordon Walker, Southern Methodist U.

*Adopting Total Quality for Competitive Advantage: A Resource-Based Evaluation*
Thomas J. Douglas, U. of Evansville
William Q. Judge, Jr., U. of Tennessee, Knoxville

*Strategic Managerial Behavior and Competitive Advantage in Service and Manufacturing Organizations*
Avinash V. Mainkar, U. of Connecticut
Steven W. Floyd, U. of Connecticut
Lead, Follow, or Get Out of the Way: Negotiating a Balance Between Strategic Distinctiveness and Institutional Legitimacy

This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers ‘negotiate a balance’ between the contradictory forces of competitive advantage through distinctiveness and institutional legitimacy through isomorphism.

Showcase symposium sponsored by BPS & OMT

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Environmental Management Strategy and Competitive Advantage

This symposium explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how causal ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.

Showcase symposium sponsored by BPS & ONE

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What Do Contracts Actually Say?

Joint symposium sponsored by BPS, ENT & OMT

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Metaphors for Teaching Strategy: Art, Acting, and Adventure

Joint symposium sponsored by BPS & MED

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Measuring Organizational Performance

Papers from BPS, OB & PNS

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Intrafirm Networks and Interfirm Alliances

Chair
Roland Calori, Lyon Management School

Discussant
Charlene E. Zietsma, U. of British Columbia

Conference Proceedings Paper
Strategic Linking Capability in Intraorganizational Networks
Wenpin Tsai, London Business School

Balaji R. Koka, U. of Pittsburgh
John E. Prescott, U. of Pittsburgh

Changing From Competitive to Cooperative Relationships Within Supply Chain Networks
Warren Thomas Ritchie, U. of North Carolina, Chapel Hill

Conference Proceedings Paper
The Effect of Network Structure, Environmental Volatility, National Culture, and Previous Experience on Longevity of Strategic Alliances
Andrew J. Kim, U. of Central Oklahoma
Terrence C. Sebora, U. of Nebraska
Lester A. Digman, U. of Nebraska

The Intraorganizational Ecology of Alliance Formation
Cristina Boari, U. of Bologna
Alessandro Lomi, U. of Bologna

Creating and Sharing Knowledge

Chair
John William Clarry, Montclair State U.

Discussants
Pamela S. Barr, Georgia State U.
Joseph T. Mahoney, U. of Illinois, Urbana-Champaign

Knowledge Sharing in Strategically Interdependent Situations: Enacting Collective Assumptions to Escape Retaliation
Philippe N. Baumard, U. of Versailles
Jerome H. Ibert, U. of Paris
Networks and Knowledge: Knowledge Sharing Through the Intertunit Network
Morten T. Hansen, Harvard U.

Interteam Transfer of Knowledge: An Exploratory Study of the Facilitators and Impediments to Sharing Practices Between Teams
Mary E. Zellmer-Bruhn, U. of Wisconsin, Madison
Cristina B. Gibson, U. of Wisconsin, Madison

Further Unpacking Stickiness: The Role of Biased Expectations in the Internal Transfer of Knowledge
Michael James Lenox, Massachusetts Institute of Technology

Integrating Product and Process of Thought: Towards a Pragmatic Theory of Strategy
Joseph T. Mahoney, U. of Illinois, Urbana-Champaign
Ron Sanchez, U. of Western Australia

Understanding Risk
Chair
Jay J. Janney, U. of Kentucky

Discussants
Emmanuel Josserand, U. of Paris
P. Konstantina Kiousis, U. of California, Los Angeles

The Behavioral and Economic Concepts of Risk: The Twain Shall Meet
Sayan Chatterjee, Case Western Reserve U.
Robert M. Wiseman, Michigan State U.

Conference Proceedings Paper
Governance and Risk Taking in the U.S. Cable Television Industry
Thomas R. Eisenmann, Harvard U.

Conference Proceedings Paper
Agency and Entrepreneurship Perspectives on Leveraged and Management Buyouts: Managing the Downside Versus the Upside
Mike Wright, U. of Nottingham
Jay Dial, Case Western Reserve U.
Robert E. Hoskisson, U. of Oklahoma

The Locus of Business Risk: An Analysis of Risk Factors in Initial Public Offerings
Kenneth R. MacCrimmon, U. of British Columbia
Martin L. Martens, U. of British Columbia

Nothin’ but Net: Testing Organizational Theories Using Sports-Related Data
Joint symposium sponsored by BPS, OB & OMT

Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum
Joint symposium sponsored by BPS & MED

Shared Interest Track on Escalating Into and Out of Jams
Papers from BPS, MC, MOC & OCIS

Shared Interest Track on Major Organizational Changes
Papers from BPS, HCM, OM & ONE

Shared Interest Track on International Joint Ventures
Papers from BPS, IM & OMT

Shared Interest Track on Supply Chain Integration
Papers from BPS, ONE & TIM

Shared Interest Track on Organizational Identity
Papers from BPS, MOC & OMT
Refocusing and Strategic Adaptation

Chair
Victor Brian Wayhan, U. of Houston

Discussants
Richard Jason Makadok, Emory U.
Henk W. Volberda, Erasmus U., Rotterdam

Conference Proceedings Paper
Speed and Potential Breakdown in the Process of Strategic Renewal
John Harald Aadne, U. of St. Gallen
Volker Mahnke, Copenhagen Business School

Waiting to Restructure: An Examination of the Impact of the Conditions Leading to a Restructuring
Bryant Ashley Hudson, U. of Texas, Dallas

Business Scope, Business Relatedness, and Firm Profitability: The Performance Effect of Corporate Refocusing
Jun Zhao, Southern Illinois U., Carbondale
Jianwen Liao, Robert Morris College

Corporate Restructuring During the 1980s: An Empirical Investigation of Its Antecedents and Consequences
Jianwen Liao, Robert Morris College
Jun Zhao, Southern Illinois U., Carbondale

Three Empirical Case Studies of Multifaceted Product Reorientations: How Much Does Strategic Adaptation Matter?
Michael Lubatkin, U. of Connecticut / ESC, Lyon
Avinash V. Mainkar, U. of Connecticut
William S. Schulze, U. of Connecticut
Ron C. Cotterill, U. of Connecticut

Conference Proceedings Paper
Preserving and Mobilizing Knowledge in Complicated Organizational Situations

Chair
Anurag Sharma, U. of Massachusetts, Amherst

Discussants
Steven W. Floyd, U. of Connecticut
Larry Stimpert, Colorado College

2:30 pm - 3:50 pm
Convention Center 14A

Preserving and Mobilizing Knowledge in Complicated Organizational Situations

Chair
Anurag Sharma, U. of Massachusetts, Amherst

Discussants
Steven W. Floyd, U. of Connecticut
Larry Stimpert, Colorado College

Conference Proceedings Paper
The Impact of Knowledge Codification, Experience Trajectories, and Integration Strategies on the Performance of Corporate Acquisitions
Harbir Singh, U. of Pennsylvania
Maurizio Zollo, INSEAD / European Institute of Business Administration

Knowledge Mobilization in Complex Organization: Diverse Knowledge, Administrative Barriers, and Integrating Mechanisms
Kazuhiro Asakawa, Keio U.
Tomo Noda, INSEAD

A Knowledge-Based Perspective on the Choice of Organizational Mode in International Cooperative Ventures
Jiatao Li, Hong Kong U. of Science and Technology

Routines for Leveraging Knowledge Across Borders for Global New Product Development Capability: An Empirical Examination
Mohan Subramaniam, U. of Connecticut
N. Venkatraman, Boston U.

Strategic Decision Processes

Chair
Juan Florin, U. of Connecticut

Discussants
Sayan Chatterjee, Case Western Reserve U.
Louis D. Marino, U. of Alabama

An Interpretive-Political Approach to Strategy Formation
Nidhi Srinivas, McGill U.

Analysis and Politics: A Dual Framework for Understanding Strategic Decision Processes
David S. Chappell, Ohio U.
Anne Sigismund Huff, U. of Colorado / Cranfield U.

Conference Proceedings Paper
Strategic Decision Making in the 21st Century Army

dt ogilvie, Rutgers U., Newark
Frances Elizabeth Hauge, Tulane U.
Discourse and Change in Organizations
Joint symposium sponsored by BPS, MOC & OMT

Shared Interest Track on Executive Compensation
Papers from BPS, HR, OB & SIM

Shared Interest Track on Designing Organizations
Papers from BPS, ODC & OMT

Interactive Paper Session
Papers from BPS, IM, OCIS, OM & RM

Corporate Governance Modes, Structures, and Inseparability
Chair
Maheshkumar P. Joshi, Saint Joseph’s U.
Discussants
Vincent L. Barker III, U. of Wisconsin, Milwaukee
Sven-Olof Collin, Lund U.

Conference Proceedings Paper
Contractual Commitments, Bargaining Power, and Governance Inseparability: Incorporating History Into the Transaction Cost Theory of the Firm
Nicholas Samuel Argyres, U. of Southern California
Julia Porter Liebeskind, U. of Southern California

Firm Boundaries, Governance Structures, and (Information) Technology Changes: New Wines, Old Bottles
Michael George Jacobides, U. of Pennsylvania

External Technology Sourcing and the Choice of Governance Mode: Firm Characteristics as Moderators of the ‘Theories’ of the Firm
Kevin G. Corley, Pennsylvania State U.
H. Kevin Steensma, Pennsylvania State U.

An Examination of the Relationship of Governance to Performance
Jerilyn W. Coles, Arizona State U., West
Victoria B. McWilliams, Arizona State U., West
Nilanjan Sen, Arizona State U., West

Knowledge, Technology, and New Product Development
Chair
Patricia Gorman Clifford, Case Western Reserve U. / McKinsey & Co.

Discussants
Charles Dhanaraj, U. of Western Ontario
Vinay K. Garg, U. of Texas, Arlington

Interfirm Differences in the Conversion of Technological Knowledge Into Performance: A DEA Approach
Sudhir Mallya, Hunt Wesson, Inc.
P. N. Subbanarasimha, U. of Waterloo

Evolutionary Patterns in Building Technological Competence: An Empirical Examination of Search Routines in R&D
Atul A. Nerkar, Columbia U.
Ian C. MacMillan, U. of Pennsylvania

Conference Proceedings Paper
Acquiring Knowledge-Based Resources Through the Retention of Human Capital: Evidence From High-Tech Acquisitions
Annette L. Ranft, West Virginia U.
Michael D. Lord, Wake Forest U.

Conference Proceedings Paper
Contingency Theory and the Characteristics of Knowledge: Strategic, Environmental, and Knowledge Predictors of International R&D Organization
Julian Mark Birkinshaw, Stockholm School of Economics
Robert Nobel, Institute of International Business

Leveraging Expertise for Differential Capabilities: The Case of Organizational Routines for Global New Product Development
Mohan Subramaniam, U. of Connecticut
N. Venkatraman, Boston U.
Teaching New Teachers to Teach

**Chair**
Brian Golden, U. of Western Ontario

**Panel**
Rocky DeWitt, Pennsylvania State U.
Steven W. Floyd, U. of Connecticut
Brian Golden, U. of Western Ontario
Kevin J. Laverty, U. of Washington, Bothell
Briance Mascarenhas, Rutgers U., Camden

What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology

This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research ‘generating’ field.

*Showcase symposium sponsored by BPS, OMT & TIM*

Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image, and Identity

*Joint symposium sponsored by BPS, MOC & OMT*

Why Alliance Trust Matters: Defining and Measuring Trust in Interorganizational Relationships

*Joint symposium sponsored by BPS & OMT*

Interactive Paper Session

*Papers from BPS, IM & OMT*

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**CAREERS**

Innovative Alliances in Management Education and Training

*Joint symposium sponsored by CAR & MED*

10:40 am - 12:00 pm
Westin Library

Division Welcome

**Mentors and Mentoring: Concepts and Outcomes**

*Division Welcome*
Sherry E. Sullivan, Bowling Green State U.
Hugh P. Gunz, U. of Toronto

*Chair*
Barbara A. Ribbens, St. Cloud State U.

*Discussants*
Tammy D. Allen, U. of South Florida
Saroj Parasuraman, Drexel U.

Examining the Relationship Between Mentoring and Work-Family Conflict
Troy R. Nielson, U. of Utah
Dawn S. Carlson, U. of Utah
Melenie J. Lankau, Cornell U.

Conference Proceedings Paper Winner of Careers Division Applied Paper Award

*Mentor Functions and Outcomes: A Comparison of Men and Women in Formal and Informal Mentoring Relationships*
Belle Rose Ragins, U. of Wisconsin, Milwaukee
John Cotton, Marquette U.

*The Mentoring Relationship as an Organizational Exchange: The Process of Developing and Maintaining Successful Mentoring Relationships*
Angela M. Young, California State U., Los Angeles
Pamela L. Perrewe, Florida State U.
**Shaping Management Education for the 21st Century: Perspectives of Five Division Chairs**

*Joint symposium sponsored by CAR & MED*

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**Shared Interest Track on Teleworking and Telecommuters**

*Papers from CAR, IM & TIM*

---

**What Matters Most to Women in Entrepreneurial Careers**

*Joint symposium sponsored by CAR, ENT & GDO*

---

**What Matters Most in the Management of Expatriates**

*Joint symposium sponsored by CAR, HR & IM*

---

**Interactive Paper Session**

*Papers from CAR, HR & OB*

---

**Careers, Cultures, and National Competitiveness Symposium**

*Chair*

Michael B. Arthur, Suffolk U.

*Discussants*

Boas Shamir, Hebrew U.

John Van Maanen, Massachusetts Institute of Technology

**New Zealand: Careers in a Deregulating Economy**

Michael B. Arthur, Suffolk U.

Kerr Inkson, U. of Auckland

Judith K. Pringle, U. of Auckland

**France: Careers Through Hybridization**

Loïc Cadin, ESC, Paris

Anne-François Bailly, ESSEC

Veronique de Saint-Giniez, Group ESC, Tours

**Hong Kong: Careers Across Borders**

Bee Leng Chua, Chinese U. of Hong Kong

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**Bridging the Academic-to-Practice Gap: Careers and Processes Insuring That Research Makes a Practical Difference**

This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants’ consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.

*Showcase symposium sponsored by CAR, MC & OB*

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**The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides**

*Joint symposium sponsored by CAR & MED*

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**Leaving the Company: Why and Whither?**

*Chair*

Joan D. Mahoney, Montclair State U.

*Discussants*

Susan M. Adams, Bentley College

Robert F. Morrison, Navy Personnel Research and Development Center

**Acceptance of Buyout Offers in the Face of Downsizing: Empirical Evidence From the Korean Electronics Industry**

Daniel C. Feldman, U. of South Carolina

Seongsu Kim, Seoul National U.

**Job Search Behavior of Older Workers**

Aaron J. Ard, Cornell U.

Marcie A. Cavanaugh, Cornell U.

**Should I Stay or Should I Go? Occupational Matching and Internal and External Mobility**

Steffanie L. Wilk, U. of Pennsylvania

Elizabeth A. Craig, U. of Pennsylvania
CONFlict manAgeMent

8:30 am - 10:20 am
Westin Imperial

The Effects of Social Context on Perceptions of Justice
Chair
Catherine Tinsley, Georgetown U.

Contextual Factors Associated With the Development of Procedural Justice Climate
Stefanie E. Naumann, Louisiana State U.
Nathan Bennett, Louisiana State U.

Conference Proceedings Paper
Winner of CM Division Best Paper Award
The Social Construction of Injustice: Fairness Judgments in Response to Own and Others’ Unfair Treatment by Authorities
Laura J. Kray, Northwestern U.
Leigh L. Thompson, Northwestern U.

Winner of CM Division Best Student Paper Award
Social Context and Fairness: The Relationship Between Gender and Workgroup Composition and Perceptions of Fairness
Lucy L. Gilson, Georgia Institute of Technology

The Role of Distributive and Procedural Justice in Predicting Propensity to Litigate Among Layoff Survivors
Kelly Anne Mollica, Wake Forest U.
Barbara Gray, Pennsylvania State U.

8:30 am - 10:20 am
Marriott South Marina D

Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice

Joint symposium sponsored by CM, ONE & SIM

9:00 am - 10:20 am
Marriott North Columbia 2

Shared Interest Track on Negotiating Conflicts Constructively
Papers from CM, HCM & IM

10:40 am - 12:00 pm
Westin Imperial

Conflicts Within Groups and Teams
Chair
Julie B. Olson-Buchanan, California State U., Fresno

Are Work Teams Fair? An Examination of Work Team Characteristics From an Organizational Justice Perspective
Jasmine Tata, Loyola U., Chicago
Lynn Bowes-Sperry, James Madison U.

Constrained Behavior: A Cultural Analysis of Reward Allocation in Chinese Groups
Madan M. Pillutla, Hong Kong U. of Science and Technology
Jiing-Lih Farh, Hong Kong U. of Science and Technology
Cynthia Lee, Northeastern U.
Zhiang Lin, Management Science Associates, Inc.

What Makes a Difference? The Impact of Individual Demographic Differences, Group Diversity, and Conflict on Individual Performance
Sherry M. B. Thatcher, U. of Pennsylvania
Karen Etty Jehn, U. of Pennsylvania
Clint Chadwick, U. of Pennsylvania

Organizational Learning and the Role of Conflict
Teri C. Tompkins, U. of Redlands
Kathryn S. Rogers, Pitzer College

10:40 am - 12:00 pm
Marriott South Marina D

Communal Models of Organizations: An Alternative to Traditional Hierarchical Models

Joint symposium sponsored by CM, GDO & OMT

87
12:20 pm - 2:10 pm
Westin
California B

Getting to ‘What Matters Most’:
Overcoming the Roadblocks to
Studying Sensitive Topics
Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees
the opportunity to submit questions about obstacles
they themselves have encountered. Panel members will
share their own successful solutions, their insights from
failures, and their continuing struggles. The resulting
discussion should offer something for all in attendance.

Showcase symposium sponsored by CM, OB & RM

2:30 pm - 3:50 pm
Westin
Imperial

Variations in Approach to Conflict:
Race, Moral Development, and
Culture
Chair
Holly Schroth, U. of California, Berkeley

Know Thine Enemy: An Exploration of the
Impact of Racial Culture on Interpersonal
Conflict
Martin N. Davidson, Dartmouth College

An Examination of the Relationships of
Conflict Management Strategies to Moral
Development
M. Afzalur Rahim, Western Kentucky U.
Gabriel F. Buntzman, Western
Kentucky U.
Douglas E. White, Western Michigan U.

Harvesting Behavior in Asymmetric Social
Dilemmas: A Comparison of Two Cultures
Kimberly A. Wade-Benzoni,
Northwestern U.
Tetsushi Okumura, Shiga U.
Jeanne M. Brett, Northwestern U.
Don A. Moore, Northwestern U.
Ann E. Tenbrunsel, U. of Notre Dame
Max H. Bazerman, Northwestern U.

2:30 pm - 3:50 pm
Marriott South
Marina F

The Clash Between Workplace
Harassment Law and Constitutional
Rights to Free Speech: What Matters
Most?
Legal scholar Eugene Volokh is the leading
proponent of a constitutional challenge to hostile
work environment laws which restrict workplace hate
speech on the grounds that such restrictions violate
First Amendment protections. He will be debated by
representatives from the EEOC, the plaintiff’s bar,
and sexual and racial harassment and organizational
justice scholars.

Showcase symposium sponsored by CM, GDO & SIM

Interactive Paper Session
Papers from CM, HR & OB

Positive Conflict in East Asia:
Emerging Paradigms
Joint symposium sponsored by CM, IM & OB

Shared Interest Track on Procedural
Justice in the Workplace
Papers from CM, OB, ODC & PNS

Business Meeting
Division Chair
Robin L. Pinkley, Southern Methodist U.

Social Hour
ENTREPRENEURSHIP

8:30 am - 9:00 am
Marriott South
Point Loma

Division Welcome

Program Chair
Nancy Upton, Baylor U.

9:00 am - 10:20 am
Marriott South
Point Loma

Entrepreneurial Orientation and Process

Chair
Robert C. Hill, U. of Houston

Discussants
Sherrie E. Human, Xavier U.
Scott W. Kunkel, San Diego State U.

Dimensionality of the Entrepreneurial Posture/Orientation Construct: A Structural Equation Study
Phil E. Stetz, Texas Tech U.
Alex Stewart, Texas Tech U.
Roy D. Howell, Texas Tech U.
John D. Blair, Texas Tech U.
Myron D. Fottler, U. of Alabama, Birmingham

Do New Entrant Firms Have an Entrepreneurial Orientation?
G. T. Lumpkin, U. of Illinois, Chicago

Managerial Value and the Entrepreneurial Process
Richard James Arend, New York U.

9:00 am - 10:20 am
Marriott South
Marina F

Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?

Joint symposium sponsored by ENT, MC & PNS

10:40 am - 12:00 pm
Marriott South
Point Loma

Entrepreneurial Behavior, Attitudes, and Goals

Chair
Lloyd W. Fernald, U. of Central Florida

Discussants
Pat Dickson, U. of Louisville
Daryl Mitton, San Diego State U.

Digging Deeper: A Cross-Cultural Comparison of Entrenched Entrepreneurs' Goals
Amy L. Kenworthy, U. of North Carolina, Chapel Hill
Hugh M. O'Neill, U. of North Carolina, Chapel Hill
Mark B. Thesing, U. of North Carolina, Chapel Hill
Thomas S. Bateman, IMD International, Switzerland

Entrepreneurial Attitudinal Orientation: A Refinement and Empirical Assessment
Emerich Solymossy, Western Illinois U.

Entrepreneurial Self-Efficacy: Some Antecedents and Outcomes
Peggy A. Golden, Florida Atlantic U.
Donna K. Cooke, Florida Atlantic U.

10:40 am - 12:00 pm
Convention Center 15B

Shared Interest Track on What Do Contracts Actually Say?

Joint symposium sponsored by BPS, ENT & OMT

10:40 am - 12:00 pm
Convention Center 8

Shared Interest Track on Developing Knowledge Capital

Papers from ENT, IM, MOC & OMT

12:20 pm - 2:10 pm
Marriott South
Marina F

What Matters Most to Women in Entrepreneurial Careers

Joint symposium sponsored by CAR, ENT & GDO

9:00 am - 10:20 am
Marriott South
Torrance

Shared Interest Track on Management Succession

Papers from ENT, MC & OB
Managing in Transitional Economies: Chinese and Eastern European Experiences Compared and Contrasted
Symposium

Co-Chairs
J. Justin Tan, California State U., San Marcos
Michael W. Peng, Ohio State U. / Chinese U. of Hong Kong

Discussants
Oded Shenkar, Tel Aviv U. / Ohio State U.
Ivan M. Manev, U. of Maine

Russia’s Economic Reform Program: Has the Neo-Liberal Agenda Caused More Pain Than Gain?
Marianna Afanassieva, U. of Wolverhampton
Milford Bateman, U. of Wolverhampton

An International Comparison of Firm Performance After Privatization: The Impact of Contract Conditions Set Forth by Governments in Central and Eastern Europe
Klaus Uhlenbruck, California State U., San Marcos

New and Small Players on a Shaking Ground: A Multicase Study of Emerging Entrepreneurial Firms in a Transforming Economy
Tatiana S. Manolova, Boston U.
Aimin Yan, Boston U.

Toward Alliance Postsocialism: Business Strategies in a Transitional Economy
Michael W. Peng, Ohio State U. / Chinese U. of Hong Kong
J. Justin Tan, California State U., San Marcos

Issues in Family-Owned Firms
Chair
Ramona K. Z. Heck, Cornell U.

Discussants
Gibb Dyer, Jr., Brigham Young U.
Joel McCann, Pacific Lutheran U.

Charity Begins at Home: The Family Firm and Community Philanthropy
Reginald A. Litz, U. of Manitoba
Alice C. Stewart, Ohio State U.

Managerial Leadership Capability and Organizational Performance: The Relationship Between Successors’ Capability and Organizational Performance in a Family-Owned Business
Sandra West King, George Washington U.
Erik K. Winslow, George Washington U.
T. O. Jacobs, Industrial College of the Armed Forces National Defense U.

Recruiting Outside Board Members in the Small Family Business: Challenging the Dominant Logic
Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research
Bengt Johannisson, Scandinavian Institute for Research in Entrepreneurship / U. of Växjö, Sweden

Business Meeting
Division Chair
McRae C. Banks II, Worcester Polytechnic Institute

Social Hour
8:45 am - 9:00 am
Marriott South
Solana

Division Welcome
Division Chair
Lisa A. Mainiero, Fairfield U.

Program Chair
Laura Graves, Clark U.

9:00 am - 10:20 am
Marriott South
Solana

Dorthy Harlow Best Paper Award Session
Chair
Robin Johnson, U. of Virginia

Discussant
Mary E. Graham, Georgia State U.

Conference Proceedings Paper
Winner of Dorothy Harlow Award
Racial Composition and Voluntary Turnover in a Multiracial Setting
Marta M. Elvira, U. of California, Irvine
Christopher D. Zatzick, U. of California, Irvine

Conference Proceedings Paper
He Said, She Said: Remedial Accounts and Judgments of Coworker Sexual Harassment
Jasmine Tata, Loyola U., Chicago

Conference Proceedings Paper
Gender and Compensation in Healthcare Management: A Replication Study
Peter Alan Weil, American College of Healthcare Executives
Peter Allen Kimball, American College of Healthcare Executives
Cynthia Carter Haddock, U. of Alabama, Birmingham

10:40 am - 12:00 pm
Marriott South
Marina D

Autobiographical and Conversational Learning: A Nexus For a Feminist Approach to Educating for a World of Difference Symposium
Chair
Susan Ann Comerford, Case Western Reserve U.

Autobiography as a Feminist Methodology in Diversity Education
Susan Ann Comerford, Case Western Reserve U.

Conversational Learning: Creating a Receptive Space to Hear the Unfamiliar
Ann C. Baker, George Mason U.

The Use of Autobiography in the Classroom: Learning Through Mutual Intersubjectivity
Mary J. Fambrough, Case Western Reserve U.

12:20 pm - 2:10 pm
Marriott South
Marina F

Communal Models of Organizations: An Alternative to Traditional Hierarchical Models
Joint symposium sponsored by CM, GDO & OMT

What Matters Most to Women in Entrepreneurial Careers
Joint symposium sponsored by CAR, ENT & GDO
Gender Bias in Evaluations of Employees and Leaders

Chair
Madeline Crocitto, State U. of New York, Old Westbury

Discussant
Diana Reed, Drake U.

An Examination of Gender Differences in Performance Appraisal: A Laboratory and a Field Study

“But It Doesn’t Mean Anything, It’s Just A Cartoon”: Cartoons as Primes for Stereotypes of Women in the Workplace
Elizabeth A. Haley, Rice U. David J. Schneider, Rice U.

Gender Differences in Participative Management: An Explanatory Model
Janet Romaine, McMaster U. Isik Ural Zeytinoglu, McMaster U. John W. Medcof, McMaster U.

The Effects of Dyad Gender Composition, Type of Organization, and Domain of Leadership Behavior on Subordinate Satisfaction

Understanding Diverse Groups

Chair
Kim Morouney, Wilfrid Laurier U.

Discussant
Janice R. W. Joplin, Southern Illinois U., Edwardsville

A Social Categorization Approach to Team Diversity Using Artificial Intelligence Methods
Margarita Mayo, U. of Western Ontario

Demographic Diversity and Group Processes as Correlates of Collective Efficacy
Leisa D. Sargent, Queensland U. of Technology Christina Sue-Chan, U. of Western Australia

The Changing Epistemological Assumptions of Group Theory
Mary J. Fambrough, Case Western Reserve U. Susan Ann Comerford, Case Western Reserve U.

The Clash Between Workplace Harassment Law and Constitutional Rights to Free Speech: What Matters Most?
Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff’s bar, and sexual and racial harassment and organizational justice scholars.

Showcase symposium sponsored by CM, GDO & SIM

Dessert Extravaganza and Dialogue About the Evolution of the Division
Division Chair
Lisa A. Mainiero, Fairfield U.

Business Meeting
Division Chair
Lisa A. Mainiero, Fairfield U.

Social Hour
A special celebration of past and future: The WIM Division becomes Gender & Diversity in Organizations

Health Care Management

Division Welcome
Program Chair
Barbara Bigelow, Clark U.
9:00 am - 10:20 am
Marriott South
Green Room

The Organization of Work: Its Impact on Physicians and Patients

Chair
Barbara A. Mark, Virginia Commonwealth U.

Discussants
Diane Brannon, Pennsylvania State U.
Eric Steven Williams, U. of Missouri, Columbia

Beyond ‘Unloving Care’: Linking Work Organization and Patient Care Quality in Nursing Homes
Susan C. Eaton, Massachusetts Institute of Technology / Radcliffe Public Policy Institute

Conference Proceedings Paper
Winner of HCM Division Best Paper Award
Physician Executives in Managed Care Settings: Characteristics and Job Involvement Across Two Career Stages
Timothy J. Hoff, State U. of New York, Albany

Physician Involvement in Management and Governance: The Moderating Effects of Medical Staff Structure and Composition
Melissa J. Succi, U. of Michigan
Jeffrey A. Alexander, U. of Michigan

Outcomes in Geriatric Health Education
John A. Valentine, U. of Central Florida
Jurgis Karuza, State U. of New York, Buffalo
Barbara A. Boyken, Oleen Consultants

Redefining Knowledge Flows in Health Care: From Technology Transfer to the Translation of Knowledge
Ewan B. Ferlie, U. of London
Louise Fitzgerald, U. of Warwick
Martin Wood, U. of Warwick

10:40 am - 12:00 pm
Marriott North
Columbia 2

Shared Interest Track on Technological Development

Papers from HCM, OMT & TIM

12:20 pm - 2:10 pm
Marriott South
Green Room

Strategy in Health Care: Three Contexts

Chair
Andrew T. Sumner, Georgia State U.

Discussants
K. Joanne McGlown, U. of Alabama, Birmingham
Peter C. Olden, U. of Scranton

Conference Proceedings Paper
Winner of HCM Division Best Theory-to-Practice Paper
Adaptive Strategies of Academic Health Centers: Will They Survive or Go the Way of Dinosaurs?
Sharon Topping, Sheps Center, U. of North Carolina
John Hyde, U. of Mississippi Medical Center
John Barker, U. of Mississippi Hospitals and Clinics
Frederick D. Woodrell, U. of Mississippi Hospitals and Clinics

Are Rural Hospitals ‘Strategic’?
Hanh Q. Trinh, U. of Wisconsin, Milwaukee

Service Specialization Among New York State Nursing Homes in 1995
Jane C. Banaszak-Holl, U. of Michigan
John McCarthy, U. of Michigan

9:00 am - 10:20 am
Marriott North
Columbia 2

Shared Interest Track on Negotiating Conflicts Constructively

Papers from CM, HCM & IM

10:40 am - 12:00 pm
Marriott South
Green Room

The Management of Knowledge

Chair
Sherril B. Gelmon, Portland State U.

Discussants
Donde P. Ashmos, U. of Texas, San Antonio
Maria A. Friedman, HCFA

Knowledge-Based Resources in the Hospital Industry: The Managerial Consensus-Performance Relationship
Adelaide Wilcox King, U. of Virginia
Carl P. Zeithaml, U. of Virginia

Service Specialization Among New York State Nursing Homes in 1995
Jane C. Banaszak-Holl, U. of Michigan
John McCarthy, U. of Michigan
Shared Interest Track on Major Organizational Changes

Papers from BPS, HCM, OM & ONE

Strategy in Health Care: Three Perspectives

Chair
Ruth A. Mohr, Michigan Public Health Institute

Discussants
Margarete Arndt, Clark U.
Kanak Gautam, Saint Louis U.

Environmental Turbulence and Organizational Change in Health Care: An Institutional Perspective
James B. Goes, U. of Alaska, Southeast

Hospital Provision of Prevention and Health Promotion Services: An Organizational Adaptation Perspective
E. Jose Proenca, Widener U.
Michael D. Rosko, Widener U.
Jacqueline S. Zinn, Temple U.

Insights From Game Theory for Strategic Alliance Formation: The Case of the Health Care Industry
William Q. Judge, Jr., U. of Tennessee, Knoxville
Joel A. Ryman, U. of Tennessee, Knoxville

Understanding the ‘Black Box’ Better: Identifying the Organizational and Professional Dynamics in Managed Care
Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.

Showcase symposium sponsored by HCM, OMT & PNS

HUMAN RESOURCES

Contemporary Issues in Compensation

Chair
Debra J. Cohen, George Washington U.

Discussant
Edilberto F. Montemayor, Michigan State U.

An Empirical Examination of the Effect of Mandated Compensation Disclosure on Executive Compensation
Jane Craighead, Concordia U.
Michel Magnan, HEC, Montreal
Linda Elizabeth Thorne, York U.

Employee Stock Ownership and Organizational Commitment: What Matters Most to Airline Pilots
Meg G. Blubaugh, Unaffiliated
John E. Gamble, U. of South Alabama
Robert Culpepper, Stephen F. Austin State U.

Parity Through Compensation Management: The Salary Cap in the National Football League
James A. Carey, Arizona State U., West
Ethan Lock, Arizona State U.

The Determinants of Team Rewards in Entrepreneurial Firms
David B. Balkin, U. of Colorado, Boulder
Gideon D. Markman, U. of Colorado, Boulder

Supervision Versus Empowerment? New Perspectives on an Old Debate

Joint symposium sponsored by HR & OB

Developing a Cross-National and Cross-Occupational Perspective on Contingent Work

Joint symposium sponsored by HR & OB
9:00 am - 10:20 am  
Westin  
Balboa  

Shared Interest Track on Job Satisfaction and Performance  
Papers from HR, OB & RM

9:00 am - 10:20 am  
Westin  
California A

Interactive Paper Session  
Papers from HR, IM & MOC

10:40 am - 12:00 pm  
Westin  
Presidio

New Insights Into Service Management: What Employee Attitudes, Perceptions, and Behaviors Matter Most to Customers?  
Symposium

Chair  
David E. Bowen, Thunderbird

Discussants  
Peter K. Mills, U. of Oregon  
Robert L. Cardy, Arizona State U.

Customer Service Citizenship Behaviors: Construct Definition and Scale Development  
Robert W. Renn, U. of Memphis  
Beverly J. Vaughan, U. of Memphis

A Trickle-Down Model of Organizational Justice: Relating Instructors’ and Students’ Perceptions of, and Reactions to, Fairness  
Suzanne S. Masterson, U. of Cincinnati

Fairness Perceptions Among Customer Service Employees: An Empirical Test of the DSB Model  
Donna Blancero, Arizona State U.  
Scott A. Johnson, Arizona State U.

Linking Employee Attitudes and Customer Satisfaction in Service Encounters  
Dan Moshavi, U. of Oregon

10:40 am - 12:00 pm  
Westin  
Plaza A

Understanding Human Resource Management From a Global Perspective  
Chair  
Barbara L. Rau, U. of Wisconsin, Oshkosh

Discussants  
Benito Arrunada, U. Pompeu Fabra, Barcelona  
Dennis W. Gibson, Troy State U.

Ethnocentric Staffing and International Assignments: A Transaction Cost Theory Approach  
Rebecca E. Weems, U. of Kentucky

Issues in Strategic Human Resource Management for Transnationals in Europe  
Brenda Richey, Florida Atlantic U.  
Stefan Wally, Chapman U.

Managing Human Resource for Competitive Advantage: A Study of Companies in Singapore  
Naresh Khatri, Nanyang Technological U.

The Relationship Between Socioeconomic Development and International Human Resource Management: Evidence From Asia  
Karen L. Middleton, Oklahoma City U.  
Steven J. Simon, Oklahoma City U.

10:40 am - 12:00 pm  
Westin  
California C

Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice  
Joint symposium sponsored by HR, OB & RM

10:40 am - 12:00 pm  
Westin  
Balboa

Shared Interest Track on Illegal and Unethical Behaviors  
Papers from HR, OMT & SIM
Assessing Employee Performance: Methodological and Conceptual Factors

Chair
Robert L. Cardy, Arizona State U.

Discussants
Teri J. Elkins, U. of Houston
Angelo S. DeNisi, Texas A&M U.

Conference Proceedings Paper
Rater-Ratee Personality Similarities Predict Peer Appraisal Ratings
David Antonioni, U. of Wisconsin, Madison
Heejoon Park, U. of Wisconsin, Madison

Separating the Multiple Uses of Performance Appraisal: Clarity Out of Confusion?
Wendy R. Boswell, Cornell U.
John W. Boudreau, Cornell U.

The Relative Effectiveness of Facilitator, Peer, and Self-Appraisals for Improving the Performance of MBA Students
Christina Sue-Chan, U. of Western Australia
Gary P. Latham, U. of Toronto

Conference Proceedings Paper
When are Performance Ratings From Different Constituencies Truly Comparable? A Review of Measurement Artifacts in Studies of Self-Appraisal Accuracy
Gordon W. Cheung, Chinese U. of Hong Kong

Managing Employee Diversity

Chair
Cheryl L. Adkins, Louisiana State U.

Discussants
Mary Jo Vaughan, Mercer U.
Carolyn Wiley, Georgia State U.

Selecting Leaders Based on Merit Versus Demography: Reactions and Implications Across Race and Gender Lines
Marcus M. Stewart, U. of North Carolina, Chapel Hill

The Effect of Acculturation on Hispanic MBA Values and Job Attribute Preferences: What Changes?
Carolina B. Gomez, U. of Houston

Toward a Broader View of Age Discrimination in Selection: A Joint Consideration of Organizational Factors and Cognitive Processes
Elissa L. Perry, U. of Illinois, Urbana-Champaign
Lisa M. Finkelstein, Northern Illinois U.

What Explains the Adoption of High Involvement Human Resource Practices in Service Industries?
Joint symposium sponsored by HR & OMT

What Matters Most in the Management of Expatriates
Joint symposium sponsored by CAR, HR & IM

Interactive Paper Session
Papers from CAR, HR & OB

Recent Advances and Continuing Challenges in Criterion Development and Measurement
Joint symposium sponsored by HR & RM

The Antecedents and Consequences of Employee Turnover

Chair
Janice S. Miller, U. of Wisconsin, Milwaukee

Discussants
Robert P. Steel, U. S. Air Force Institute of Technology
Greg L. Stewart, Vanderbilt U.

Alternative Pay Practices and Employee Turnover
James P. Guthrie, U. of Kansas / U. of Waikato

Establishing New Relationships Within a Traditional Voluntary Turnover Model: The Effects of a Multidimensional Approach to Actual Ease of Movement in the Job Market
Charlie O. Trevor, Pennsylvania State U.
Estimation of a Causal Model of Absenteeism
James L. Price, U. of Iowa

High Involvement Work Practices, Turnover, and Productivity: Evidence From New Zealand
James P. Guthrie, U. of Kansas / U. of Waikato

The Impact of Human Resources on Organizational Performance
Chair
Judith A. Tansky, James Madison U.
Discussants
Paula Silva, U. of Georgia
Elizabeth Weatherly, U. of Georgia
Barry A. Gerhart, Vanderbilt U.
Patrick M. Wright, Cornell U.
Gary C. McMahan, U. of Texas, Arlington
Scott A. Snell, Pennsylvania State U.

Conference Proceedings Paper
SHRM Configurations and Perceived Organizational Performance
Michael Anthony Sheppeck, U. of St. Thomas

Shay S. Tzafrir, Technion Institute of Technology
Gedaliahu H. Harel, Technion Institute of Technology

Which Resources Matter in Initial Public Offering Firms? A Longitudinal Comparison of Five Resources’ Contributions to Firm Performance
Theresa M. Welbourne, Cornell U.

Contextual Performance of Temporary, Part-Time, and Virtual Employees: When Does Work Status Make a Difference?
Joint symposium sponsored by HR & OB

Shared Interest Track on Executive Compensation
Papers from BPS, HR, OB & SIM

Interactive Paper Session
Papers from CM, HR & OB

Training and Human Capital: Assessment and Measurement
Chair
Jon C. Carr, Mississippi State U.
Discussant
David B. Balkin, U. of Colorado, Boulder
A Longitudinal Investigation of the Determinants of Transfer of Training
Alice P. Gaudine, Memorial U. of Newfoundland
Alan M. Saks, York U.

Fun and Games: The Influence of a Playful Pretraining Intervention and Microcomputer Playfulness on Computer Related Performance
Kevin P. Pauli, U. of Nebraska
Douglas R. May, U. of Nebraska
Richard L. Gilson, U. of Nebraska

Human Resource Management, Intellectual Capital, and Organizational Performance
Mark Alan Younct, U. of Connecticut
Scott A. Snell, Pennsylvania State U.

Trainees’ Attributes and Attitudes Revisited: A Meta-Analytic Path Analysis of Noe’s (1986) Model of Motivation to Learn and Training Effectiveness
Jason Alan Colquitt, Michigan State U.
Jeffrey A. LePine, Michigan State U.
Raymond A. Noe, Michigan State U.

Training Activities and the Transfer of Training
Alan M. Saks, York U.
Monica Belcourt, York U.
The Effectiveness of HR Programs: Contingency Approaches

Chair
Jon M. Werner, U. of Wisconsin, Whitewater

Discussants
Ronald Jay Karren, U. of Massachusetts, Amherst
Charles E. Lance, U. of Georgia

Conference Proceedings Paper
John Charles Dencker, Harvard U.

Effects of Personality, Cognitive Ability, Stress, and Fit on Job Search and Separation Among Employed Managers
John W. Boudreau, Cornell U.
Wendy R. Boswell, Cornell U.

Recruiter Assessments of Applicant Person-Organization Fit in Selection Interviews
Amy Kristof-Brown, U. of Iowa

The Impact of Human Resource Capability on Firm Profitability: Testing a Contingency Model of Industry Environment
Long W. Lam, U. of Houston, Clear Lake

Conference Proceedings Paper
Toward a Multilevel Theory of Person-Environment Fit
Karen J. Jansen, Texas A&M U. / Cornell U.
Amy Kristof-Brown, U. of Iowa

Mitigating Organizational Dysfunction: A Role of Accountability Systems
Joint symposium sponsored by HR, OB & SIM

Interactive Paper Session
Papers from HR, MOC & ODC

Ice Cream Social and Meeting With Division Officers
Division Chair
Jeanette Cleveland, Colorado State U.

Look for the Sessions on Culture

Division Welcome
Division Chair
J. Michael Geringer, California Polytechnic State U.

Program Chair
Douglas Nigh, U. of South Carolina

International Strategic Alliances: Partners and Performance
Chair
Julius H. Johnson, Jr., U. of Missouri, St. Louis

Discussant
Talin Chi, U. of Wisconsin, Milwaukee

Strategic Orientations and Partner Selection in International Strategic Alliances: Institutional, Country Heritage, and Resource-Based Perspectives
Michael A. Hitt, Texas A&M U.
Tina M. Dacin, Texas A&M U.
Edward Levitas, Texas A&M U.

A Dynamic Model of the Strategic Alliance Formation Process: Alliance Form and Alliance Partner Selection
Wei Shen, Texas A&M U.

Autonomy and Dependence in Cross-Border Alliances: A Three-Party Structural Approach to Cooperative Ventures in Emerging Economies
James A. Robins, U. of California, Irvine
Stephen B. Tallman, Cranfield U. / U. of Utah
Karin Fladmoe-Lindquist, U. of Utah

Culture and International Management Distinguished Speaker
Chair
Ellen Drost, Florida International U.

Think Locally, Act Globally
Geert Hofstede, U. of Maastricht / Tilburg U.
9:00 am - 10:20 am
Marriott North
Columbia 2

Shared Interest Track on Negotiating Conflicts Constructively
Papers from CM, HCM & IM

9:00 am - 10:20 am
Convention Center 7A

Shared Interest Track on Strategic and Organizational Evolution
Papers from BPS, IM & OMT

9:00 am - 10:20 am
Westin California A

Interactive Paper Session
Papers from HR, IM & MOC

10:40 am - 12:00 pm
Convention Center 7A

Conceptualizing and Measuring Culture
Chair
Schon Beechler, Columbia U.
Discussant
Sheila M. Puffer, Northeastern U.

Conference Proceedings Paper
Language’s Consequences: A Test of Linguistic-Based Measures of Culture Using Hofstede’s Dimensions
Joel West, U. of California, Irvine
John L. Graham, U. of California, Irvine

Properties of Intracultural Variation: A Study on Secondary Data of 42 Cultures
Kevin Au, Chinese U. of Hong Kong

Reflection on Hofstede’s Fifth Dimension: A Critique of ‘Confucian Dynamism’
Tony Fang, U. of Linköping

10:40 am - 12:00 pm
Marriott South Torrance

Shared Interest Track on Teleworking and Telecommuters
Papers from CAR, IM & TIM

10:40 am - 12:00 pm
Convention Center 8

Shared Interest Track on Developing Knowledge Capital
Papers from ENT, IM, MOC & OMT

Upper Echelons of International Business Organizations
Chair
Sara L. Keck, Pace U.
Discussant
Nicholas Athanassiou, Northeastern U.

Bundling Human Capital With Organizational Context: The Impact of International Experience on CEO Pay and Multinational Firm Performance
Mason A. Carpenter, U. of Wisconsin, Madison
William Gerard Sanders, Brigham Young U.
Hal B. Gregersen, Brigham Young U.

Composition and Processes of International Joint Venture Management Groups: A New Perspective on Alliance Effectiveness
Donald Carroll Hambrick, Columbia U.
Anne S. Tsui, Hong Kong U. of Science and Technology
Jiatao Li, Hong Kong U. of Science and Technology / U. of Southern California

Composition of the Top Management Team and Firm Internationalization
Laszlo Tihanyi, California State U., Fullerton
Alan E. Ellstrand, California State U., Long Beach
Catherine M. Daily, Indiana U., Bloomington
Dan R. Dalton, Indiana U., Bloomington

Internationally Seasoned CEOs in U.S. Industry: Factors Affecting Internationalization at the Top
Arieh A. Ullmann, State U. of New York, Binghamton
Sylvia Sloan Black, U. of North Carolina, Chapel Hill
Critical Management Thought on the New Internal Network Organization Symposium

Chair
Andrew M. Pettigrew, U. of Warwick

Discussant
Raymond E. Miles, U. of California, Berkeley

Theoretical Perspectives on the New Internal Network Organization: A Reflexive Approach
Evelyn Maria Fenton, U. of Warwick
Tomas Mullern, Jonkoping U.
Andrew M. Pettigrew, U. of Warwick

Winfried Ruigrok, U. of St. Gallen
Richard C. Whittington, Oxford U.
Andrew M. Pettigrew, U. of Warwick

Practices and Performance in the New Network Organization
Richard C. Whittington, Oxford U.
Martin Conyon, U. of Warwick
Simon Ian Peck, U. of Warwick

Carlos J. Sanchez-Runde, IESE, U. of Navarra, Barcelona
Richard C. Whittington, Oxford U.
Javier Quintanilla, IESE, U. of Navarra, Barcelona

The Challenge of International Firms: Learning From and Living With National Cultural Differences Symposium

Chair
Michael Segalla, HEC

What We Really Know From Thirty Years of Cross-Cultural Research
Charles Hampden-Turner, Cambridge U.

The French Conquest of the American Market
Guillaume Franck, HEC

The Relationship Between National Culture and Organizational Learning Disabilities
Stephen W. Nason, Hong Kong U. of Science and Technology

Aligning Cultural Values With the Market and Human Needs of Companies
Michael Segalla, HEC

What Matters Most in the Management of Expatriates

Joint symposium sponsored by CAR, HR & IM

Culture and Management

Chair
Michael Segalla, HEC

Discussant
Charles Hampden-Turner, Cambridge U.

When Does Culture Matter?
Martha L. Maznevski, U. of Virginia
Cristina B. Gibson, U. of Wisconsin, Madison
Bradley L. Kirkman, U. of North Carolina, Greensboro

Do You Manage Globally or Does Culture Matter at All?
Gerhard M. Apfelthaler, FHS Kufstein
Matthias Karasmin, Nauser & Nauser

Management in Africa or Africa in Management? African Philosophical Thought in Organizational Discourse
Mzamo P. Mangaliso, U. of Massachusetts, Amherst
Nomazengele A. Mangaliso, Westfield State College
John M. Bruton, U. of Massachusetts, Amherst

Mental Models of Management Among Chilean Managers
Fernando F. Suárez, Massachusetts Institute of Technology
Monica L. North, U. of New Mexico
Internationalization of the Firm

Chair
Yair Aharoni, College of Management

Discussant
Vinod K. Jain, Bowling Green State U.

Toward Better Understanding of the ‘How’ Aspect of International Expansion
Jay H. Rhee, Ohio State U.

The Learning Process of Internationalizing Firms: Learning From Failures and From Successes
Harry G. Barkema, Tilburg U.
Freek Vermeulen, Tilburg U.

An Adaptive Model of Internationalization Process: Lessons Drawn From the President Enterprise Corporation
Long W. Lam, U. of Houston, Clear Lake
Louis P. White, U. of Houston, Clear Lake

The Road to MNE of Firms From Newly Industrialized Economies
Shige Makino, Chinese U. of Hong Kong
Chung-Ming Lau, Chinese U. of Hong Kong

Shared Interest Track on Leadership Development

Papers from IM, MED, OB & PNS

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

Diversification and Performance

Chair
Ronald Meyer, Erasmus U., Rotterdam

Discussant
Thomas P. Murtha, U. of Minnesota

Performance Effects of Diversification Strategies Among Japanese Multinational Firms: A Simultaneous Equation Model
Stephen B. Tallman, Cranfield U. / U. of Utah
J. Michael Geringer, California Polytechnic State U.
David M. Olsen, U. of Utah

Product, International Market, and International Operations Diversification:
Linear, Curvilinear, and Interaction Relationships With Firm Performance
Chun-Chung Chen, U. of Texas, Dallas
Chadwick C. Nehrt, Quinnipiac College
Stephen E. Guisinger, U. of Texas, Dallas

International Diversity Versus International Diversification: Host Country Effects on Multinational Firm Performance
Aleta Best, U. of Massachusetts, Dartmouth

Relationships Within the Multinational Enterprise

Chair
John D. Daniels, U. of Richmond

Discussant
John R. Weeks, INSEAD

Predictors of Emergent Social Structure in a Multinational Enterprise
Ivan M. Manev, U. of Maine

Conference Proceedings Paper
Testing an International Interdependence Perspective of Control Within Multinational Corporations
Sharon O’Donnell, U. of Delaware
Kendall Roth, U. of South Carolina

Cultural Control in Foreign Subsidiaries of MNCs: A Case for the Host National Manager
John A. Volkmar, Temple U.

Global Teamwork in the Multinational: Bridging Research to Practice
W. Chan Kim, INSEAD
Subramanian Rangan, INSEAD
Harry David Korine, London Business School

Wanted: Effective Global Managers!
Three Corporate Perspectives on Growing and Developing Global Managers

Joint symposium sponsored by IM & ODC
**Positive Conflict in East Asia: Emerging Paradigms**

*Joint symposium sponsored by CM, IM & OB*

**Interactive Paper Session**

*Papers from BPS, IM & OMT*

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**What Matters Most in a Virtual Learning Community Symposium**

*Chair*
Régina Ferreira Bento, U. of Baltimore

*The Balanced Scorecard Executive Development Seminar: An Experiment in Distance Learning*
Régina Ferreira Bento, U. of Baltimore

*Developing Managerial Competencies for the Intelligent Enterprise: A Triad Approach to Learning*
Lynn Perry Wooten, U. of Florida

*Combined Virtual and Experiential Education in International Entrepreneurship*
Charles M. Vance, Loyola Marymount U.

*Multinational Site Virtual Management Education for the MBA Curriculum*
Paddy Miller, IESE, U. of Navarra, Barcelona

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**Why Critical Thinking Really Matters: Debates and Perspectives on Critical Management Education**

*What matters most in our profession challenges us to think critically about the role, focus and relationship of management education to 'management' and the process of 'managing'. What is critical thinking and what being 'critical' means in critical theory today are debated and explored from various perspectives.*

*Showcase symposium sponsored by MED, MOC & OMT*

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**Innovative Alliances in Management Education and Training**

*Joint symposium sponsored by CAR & MED*

**Improving Management Training**

*Chair*
Claude L. Graeff, Illinois State U.

*Discussants*
Samir Ranjan Chatterjee, Curtin U. of Technology
Jeff Mello, Golden Gate U.
Individual, Situational, and Organizational Factors, Characteristics, and Perceptions Impacting Training Programs and Training Outcomes: A Conceptual Model and Discussion
Debra J. Cohen, George Washington U.
Susan K. Lippert, George Washington U.

Conference Proceedings Paper
Relationship Between Styles of Creativity and Managerial Skills Assessment
E. Holly Buttner, U. of North Carolina, Greensboro
Nur Gryskiewicz, U. of North Carolina, Greensboro
Suzanne C. Hidore, PEAK Performance

Strategies, Issues, and Implications for Training Interns in Ethics
Pauline Magee-Egan, St. John’s U., New York

Service Learning and Developing Learning Capabilities
Co-Chairs
Normandie Jeanne Gaitley, York College of Pennsylvania
Anne M. McCarthy, Colorado State U.

Discussants
Thomas Hawk, Frostburg State U.
David Ozag, George Washington U.

Encouraging Volunteerism Through Service-Learning Pedagogy
Anne M. McCarthy, Colorado State U.
Mary L. Tucker, Ohio U.

Learning Organizations: The Role of Dialogue and Mentor
Elizabeth Borredon, HEC, Lille
Christophe Roux-Dufort, HEC, Lille

Metaphors for Teaching Strategy: Art, Acting, and Adventure
Joint symposium sponsored by BPS & MED

Theology and Business: An Imperative for Collaboration
Joint symposium sponsored by MED & ODC

Shaping Management Education for the 21st Century: Perspectives of Five Division Chairs
Joint symposium sponsored by CAR & MED

Computers in Management Teaching
Chair
Fiona A. E. McQuarrie, U. College of The Fraser Valley

Discussants
Jon W. Beard, U. of Tulsa
James J. Carroll, Georgian Court College

An Andragogical-Eclectic Philosophy for Business Education
William T. Ryan, Florida Atlantic U., Boca Raton
William H. Lauffer, Florida Atlantic U.

Conference Proceedings Paper
Management Education in the Digital Economy
Paul Shrivastava, Bucknell U.

The Age of Clutter: Developing Meaning Structures to Evaluate Internet-Based Information
Charles J. Fornaciari, Florida Gulf Coast U.
Maria Loffredo Roca, Florida Gulf Coast U.

Business Policy and Integration in a Strategic Management World: Reconceptualizing the Capstone Course in the Undergraduate Curriculum
Joint symposium sponsored by BPS & MED
Assessment Centers, Student Views of Diversity

Chair
Annelies E. M. Van Vianen, U. of Amsterdam

Discussants
David E. Morgan, U. of New South Wales
Ernest Stark, Bellevue U.
Marilyn L. Thompson, Memorial U. of Newfoundland

A Note on Assessment Center Feedback and Subsequent Training and Development Activity
Debora R. D. Mitchell, Sprint Corp.
Todd J. Maurer, Georgia Institute of Technology

Business Students’ Perceptions of Workforce Diversity
Helen Juliette Muller, U. of New Mexico
Jacqueline N. Hood, U. of New Mexico

Receptivity to Assessment-Based Feedback for Management Development
Stephane Brutus, Concordia U.
Ann Marie Ryan, Michigan State U.
Gary Greguras, Bowling Green State U.
Milton D. Hakel, Bowling Green State U.

Teaching Information Management, Equity and Education, Culture Change Simulation

Chair
Sybille R. Sachs, U. of Zurich

Discussant
Steven Papamarcos, St. John’s U., New York

Are We Teaching What Matters Most? An Investigation of Industry Satisfaction With Business Curriculum
Amy Hietaelto, Michigan Technological U.
Kelly C. Strong, Michigan Technological U.
Richard C. Ringer, Illinois State U.

Defining and Changing Organizational Culture: Integrating Theory and Practice
Terry R. Schumacher, Open U.

Social Comparisons Involving Education Level and Work Outcomes: An Exploratory Study
Bonnie S. O’Neill, U. of Wisconsin, Milwaukee
Mark A. Mone, U. of Wisconsin, Milwaukee

The Triangle of Education, Research, and Practice: What Matters Most to Each of These Sides
Joint symposium sponsored by CAR & MED

Shared Interest Track on Leadership Development

Papers from IM, MED, OB & PNS

Visions of Management Education

Chair
Sri V. Raghavan, U. of Wisconsin, Madison

Discussants
Paul Poppler, Bellevue U.
Paul Bacdayan, U. of Massachusetts, Dartmouth

An Algorithm for Management of Technology Education
Lynda D. Aiman-Smith, North Carolina State U.
David L. Baumer, North Carolina State U.
Stephen K. Markham, North Carolina State U.

Creating Management Education That Matters: From a Diagnostic Model to Three Case Applications
Rodney G. Alsup, Kennesaw State U.
Thomas A. Kolanko, Kennesaw State U.

Alternative Visions of Management Education

Chair
Trevor A. Williams, Queensland U. of Technology

Discussants
Kevin Davis, U. S. Air Force Academy
Martin J. Hornyak, U. S. Air Force Academy
Commercial Discourses in University Education: A Critique of Assumptions of Marketing Orientations in the Strategic Management of Canadian Universities
Cathy Driscoll, Saint Mary’s U
David Wicks, Saint Mary’s U
Conference Proceedings Paper
Faculty Views on Collegiate Business Education Reform
John A. Pearce II, Villanova U.

What Matters Most to University OB Education: Views From the Inside and the Outside
This symposium provides a forum for discussion about what our goals are in teaching organizational behavior, with particular emphasis on what will continue to be unique or advantageous about university organizational behavior teaching. Perspectives from the business community and from the academic community on these issues will be presented.
Showcase symposium sponsored by MED & OB

What’s Evergreen and What’s Not Chair
James C. Worthy, Northwestern U.
Discussants
Charles Booth, U. of West England
Daniel A. Wren, U. of Oklahoma
James A.F. Stoner, Fordham U.
An Historical Perspective on Fad Adoption and Abandonment: Developing Theory From the Management Fad Jungle
Paula Phillips Carson, U. of Southwestern Louisiana
Patricia A. Lanier, U. of Southwestern Louisiana
Kerry David Carson, U. of Southwestern Louisiana
Betty J. Birkenmeier, U. of Southwestern Louisiana
Where do Management Fashions Come From, and How Long Do They Stay? Chester S. Spell, U. of Waikato
A Decade of Annual Meeting Pre-Conference Activities as a Reflection of What Matters Most to Academy Members Richard T. Mowday, U. of Oregon

Lessons to Be Learned From Practitioners of the Past Chair
David Marshall Hunt, U. of Southern Mississippi
Discussants
Darryl Lanoue, Norwich U.
Kenneth E. Aupperle, U. of Akron
Charles W. Blackwell, Nova Southeastern U.
Keiretsu Capitalism and Multinational Investment in Ancient Phoenicia Karl James Moore, Oxford U.
David Charles Lewis, Oxford U.
Laurence Sullivan: 18th Century Corporate Chairman and Management Pioneer P. Bruce Buchan, Queen’s U.
Winner of Ronald B. Shuman Best Graduate Student Paper Award
Francois Coty: A Forgotten Contributor to Modern Marketing & Management Techniques Linda D. Clarke, Appalachian State U.
Early Liberationary Impulses in the American Workplace: A Historical Examination of Empowerment

Joint symposium sponsored by MH, ODC, OMT

2:30 pm - 3:50 pm
Marriott South
Marina D

Shared Interest Track on Privatization in Eastern European Economies

Papers from MH, OMT, PNS, TIM

2:30 pm - 3:50 pm
Marriott South
Torrance

A Conversation With Paul Hersey: Situational Leadership Then and Now

Co-Chairs
Jane Whitney Gibson, Nova Southeastern U.
Charles W. Blackwell, Nova Southeastern U.

Distinguished Speaker
Paul Hersey, Center for Leadership Studies

4:10 pm - 5:30 pm
Marriott South
Coronado

Business Meeting

Division Chair
Kerry David Carson, U. of Southwestern Louisiana

Award Recipients
Management History Division Best Reviewer Award
Paula Phillips Carson, U. of Southwestern Louisiana

John F. Mee Management Contribution Award
Alfred A. Bolton, Averett College
John G. Joos, Informed Decisions, Inc.
Richard M. Hodgetts, Florida International U.

Ronald F. Shuman Best Graduate Student Paper Award
Linda D. Clarke, Appalachian State U.

5:30 pm - 6:15 pm
Marriott South
Coronado

The Consulting Process

Chair
William Vroman, Strategic Planning, Inc.

Discussant
David Jamieson, Pepperdine U.

Winner of MC Division First Prize for Outstanding Student Paper
In Search of Ambivalence: Recapturing the Tension Between Connecting and Distancing
Andrew L. Molinsky, Harvard U.
Joshua D. Margolis, U. of Michigan

Implementing Redesigned Leadership in a Newly Developing Economy
Marilyn E. Harris, Central Michigan U. / Global Dimensions

Managing Post-Downsized Organizations: Toward a More Comprehensive Managerial Consulting Approach Based on Socio-Economic Experiments
Marc Bonnet, U. Lumiere Lyon II
Jacques Henri Coste, U. Lumiere Lyon II

9:00 am - 10:20 am
Marriott South
Carlsbad

Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?

Joint symposium sponsored by ENT, MC, PNS

9:00 am - 10:20 am
Marriott South
Marina E.

Shared Interest Track on Management Succession

Papers from ENT, MC, OB

10:40 am - 12:00 pm
Marriott South
Marina E.

New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?

Joint symposium sponsored by MC, SIM

12:20 pm - 2:10 pm
Westin Balboa

Shared Interest Track on Escalating Into and Out of Jams

Papers from BPS, MC, MOC, OCIS

6:15 pm - 7:30 pm
Marriott South
Coronado
Bridging the Academic-to-Practice Gap: Careers and Processes Insuring That Research Makes a Practical Difference

This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants’ consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.

Showcase symposium sponsored by CAR, MC & OB

Creating Competitive Organizations: Contrarian Trends and Consulting Implications

Chair
Jeffrey Kerr, U. of Miami

Distinguished Speaker
David Ulrich, U. of Michigan

Business Meeting and Social Hour

Division Chair
Teresa Joyce Covin, Kennesaw State U.

Why Critical Thinking Really Matters: Debates and Perspectives on Critical Management Education

What matters most in our profession challenges us to think critically about the role, focus and relationship of management education to ‘management’ and the process of ‘managing’. What is critical thinking and what being ‘critical’ means in critical theory today are debated and explored from various perspectives.

Showcase symposium sponsored by MED, MOC & OMT

Interactive Paper Session

Papers from HR, IM & MOC

Shared Interest Track on Developing Knowledge Capital

Papers from ENT, IM, MOC & OMT
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<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>10:40 am - 12:00 pm</td>
<td><strong>Westin Sierra</strong></td>
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<tr>
<td>12:20 pm - 2:10 pm</td>
<td><strong>Efficacy, Emotion, and Motivation: Ignored Factors and New Linkages</strong></td>
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<td>12:00 pm - 2:10 pm</td>
<td><strong>Language, Legitimacy, and Organizational Action</strong></td>
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<td>12:20 pm - 2:10 pm</td>
<td><strong>Shared Interest Track on Escalating Into and Out of Jams</strong></td>
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<td>12:20 pm - 2:10 pm</td>
<td><strong>Shared Interest Track on Organizational Identity</strong></td>
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<td>2:30 pm - 3:50 pm</td>
<td><strong>Discourse and Change in Organizations</strong></td>
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<td>4:10 pm - 6:00 pm</td>
<td><strong>Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image, and Identity</strong></td>
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<td><strong>Interactive Paper Session</strong></td>
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<tr>
<td>4:10 pm - 6:00 pm</td>
<td><strong>Managers in the Middle: The Importance of Managerial Cognitions for Organizational Outcomes</strong></td>
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<td>5:30 pm - 6:00 pm</td>
<td><strong>Interactive Paper Session</strong></td>
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**Efficacy, Emotion, and Motivation: Ignored Factors and New Linkages**

**Chair**
Lisa R. Berlinger, Yale U.

**Discussant**
Batia L. Wiesenfeld, New York U.

**Anchoring, Attributions, and Self-Efficacy: An Examination of Interactions**
Julie A. Lyden, U. of Memphis
Lillian H. Chaney, U. of Memphis
Carol Danehower, U. of Memphis

**Unexpressed Negative Emotions: They Do Matter**
Elizabeth M. Doherty, Saint Joseph’s U.

**When Choice is Demotivating: Too Much of a Good Thing?**
Sheena Sethi-Iyengar, Massachusetts Institute of Technology

**Learning From Performance Outcomes: The Roles of Reference Points, Attribution, and Memory**

**Chair**
Paul C. Nutt, Ohio State U.

**Discussant**
Michael K. Moch, Michigan State U.

**Conference Proceedings Paper**

**Adaptive Aspirations in an American Financial Services Organization: A Field Study**
Stephen J. Mezias, New York U.
Patrice R. Murphy, New York U.

**American and Korean Attributions for Organizational Performance at a Korean Semiconductor Company**
Guk-Hyun Cho, Massachusetts Institute of Technology

**An Empirical Investigation of Referent Choice**
Jeremy C. Short, Louisiana State U.
Timothy B. Palmer, Louisiana State U.

**Winner of MOC Best Student Paper Award**
Remembering Lessons From Sector-Specific Credit Losses
Catherine M. Paul-Chowdhury, U. of Western Ontario
From Behavioral to Organizational Decision Theory: Transforming Individuals to Agents
Jacqueline R. Meszaros, U. of Washington, Bothell

How Do Senior Managers Build Their Strategic Agendas? A Cognitive Approach
Benedicte Vidaillet, Nantes Atlantique Graduate School of Management

Strategies for Taking Risk
Randolph Hollerith Case, Boston College
Jeffrey L. Ringuest, Boston College

Implementing Advanced Manufacturing Technologies
Chair
Barbara B. Flynn, Wake Forest U.

Discussants
Barbara B. Flynn, Wake Forest U.
Lynda D. Aiman-Smith, North Carolina State U.

Conference Proceedings Paper
Drivers of Satisfaction In Advanced Manufacturing Technology Implementation: An Empirical Investigation
Gregory N. Stock, Arizona State U., Christopher M. McDermott, Rensselaer Polytechnic Institute

The Relationship Between Advanced Manufacturing Technologies and Workforce Development: An Empirical Analysis
Nancy Waldeck, Ohio State U.
Peter Ward, Ohio State U.
Stephen Mangum, Ohio State U.

Developing Products and Capabilities in Manufacturing
Chair
Rebecca Duray, U. of Colorado, Colorado Springs

Discussants
Kimberly Bates, New York U.
Rebecca Duray, U. of Colorado, Colorado Springs
Stanley E. Fawcett, Brigham Young U.

Critical Success Factors for Fast Product Development
Barbara B. Flynn, Wake Forest U.
E. James Flynn, Wake Forest U.
Susan D. Amundson, Arizona State U.
Roger G. Schroeder, U. of Minnesota

Exploring the Antecedents of Manufacturing Flexibility
Derrick E. D’Souza, U. of North Texas
Fredrik P. Williams, U. of North Texas

Conference Proceedings Paper
Integration as a Moderator of the Relationship Between the Sources of Manufacturing Capabilities and Technology Commercialization
Shaker A. Zahra, Georgia State U.
Anders P. Nielsen, Technical U. of Denmark

Shared Interest Track on Major Organizational Changes

Papers from BPS, HCM, OM & ONE:

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

Business Meeting

Division Chair
Peter Ward, Ohio State U.

Social Hour
**Organization & Management Theory**

**Monday**

**8:30 am - 9:30 am**

**Breakfast and the OMT**

**Distinguished Scholar Award**

**Chair**

Joseph F. Porac, U. of Illinois, Urbana-Champaign

**Speaker and Award Recipient**

Paul M. Hirsch, Northwestern U.

**Unveiling and Distribution of the 1998 OMT Artifact**

Paul M. Hirsch, Northwestern U.

**Organizational Learning and Innovation**

**Chair**

Stephen J. Mezias, New York U.

**Discussant**

Richard S. Blackburn, U. of North Carolina, Chapel Hill

**Conference Proceedings Paper**

Winner of West Best Paper Award and the Sage-Louis R. Pondy Best Dissertation-Based Paper Award

Collaboration Networks, Structural Holes, and Innovation: A Longitudinal Study

Gautam Ahuja, U. of Texas, Austin

**Interorganizational Learning and the Dynamics of Chain Relationships**

Paul Ingram, Carnegie Mellon U.

Joel A. C. Baum, U. of Toronto

**Conference Proceedings Paper**

Knowledge Brokers: A Field Study of Organizational Learning and Innovation

Andrew Bernard Hargadon, Stanford U.

**Why Critical Thinking Really Matters: Debates and Perspectives on Critical Management Education**

What matters most in our profession challenges us to think critically about the role, focus and relationship of management education to 'management' and the process of 'managing'. What is critical thinking and what being 'critical' means in critical theory today are debated and explored from various perspectives.

**Showcase symposium sponsored by MED, MOC & OMT**

**9:00 am - 10:20 am**

**Convention Center 16B**

**Organizing in Turbulent Environments: Multiple Perspectives, Multiple Methods**

Organizations are increasingly facing turbulent environments in which technologies, markets, rivalries, and practices are changing with an unrelenting pace. In this symposium we showcase multiple perspectives and multiple methods of research-in-progress that reviews how managers organize in turbulent environments, and make recommendations on how these organizing paradigms should change.

**Showcase symposium sponsored by BPS & OMT**

**9:00 am - 10:20 am**

**Convention Center 15A**

**Corporate Effects on Performance: Do They Matter and How Much?**

**Joint symposium sponsored by BPS, OMT & RM**

**9:00 am - 10:20 am**

**Convention Center 16A**

**What Matters Most in Corporate Governance: From Theory to Boardroom Practice**

**Joint symposium sponsored by BPS & OMT**

**9:00 am - 10:20 am**

**Convention Center 17B**

**Shared Interest Track on Learning in Networks**

**Papers from OB & OMT**

**9:00 am - 10:20 am**

**Convention Center 7A**

**Shared Interest Track on Strategic and Organizational Evolution**

**Papers from BPS, IM & OMT**

**10:40 am - 12:00 pm**

**Convention Center 9**

**The Boom in Services: What Are the Implications for Organizational Research?**

**Symposium**

**Chair**

Bonalyn Jean Nelsen, Cornell U.

**Discussant**

Nicole Woolsey Biggart, U. of California, Davis

**Service, Servitude or Slavery? The Opportunities and Threats of Globalized Services in Developing Countries**

Cathy A. Enz, Cornell U.
Square Pegs Into Round Holes? The Pitfalls of Applying Manufacturing-Based Theory to Service Organizations
Bonalyon Jean Nelsen, Cornell U.

Cooling out Dissatisfied Customers: Evidence From Professional Service Firms
Robert E. Sutton, Stanford U.
Francis J. Flynn, U. of California, Berkeley

Customized Versus Mass-Produced Services: The Innovation Behind the Growth of the Service Economy?
Barbara A. Gutek, U. of Arizona

Identifying Organizational Identity
Chair
Sigal G. Barsade, Yale U.

Discussant
Susan C. Schneider, HEC / U. of Geneva

Continuity and Change in Organizational Identity: A Process Perspective
Samia Chreim, HEC, Montreal

Identity and Organizations: Searching for an Interdisciplinary Conceptual Framework
Miguel P. Caldas, EAESP-FGV, São Paulo
Thomaz Wood, EAESP-FGV, São Paulo

Organizational Identity and Organizational Learning: A Psychodynamic Perspective
Andrew D. Brown, U. of Cambridge
Ken Starkey, U. of Nottingham

The Nature and Dynamics of Organizational Identity
Hamid Bouchikhi, ESSEC
John Kimberly, U. of Pennsylvania / INSEAD

Lead, Follow, or Get Out of the Way: Negotiating a Balance Between Strategic Distinctiveness and Institutional Legitimacy
This symposium examines an apparent paradox in existing theories of what matters most in determining organizational success. In particular, the papers included in this panel look at how managers ‘negotiate a balance’ between the contradictory forces of competitive advantage through distinctiveness and institutional legitimacy through isomorphism.
Showcase symposium sponsored by BPS & OMT

What Do Contracts Actually Say?
Joint symposium sponsored by BPS, ENT & OMT

Communal Models of Organizations: An Alternative to Traditional Hierarchical Models
Joint symposium sponsored by CM, GDO & OMT

Shared Interest Track on Illegal and Unethical Behaviors
Papers from HR, OMT & SIM

Shared Interest Track on Developing Knowledge Capital
Papers from ENT, IM, MOC & OMT

Shared Interest Track on Technological Development
Papers from HCM, OMT & TIM
**Interorganizational Mobility and the Dynamics of Industries**

**Chair**
Joseph F. Porac, U. of Illinois, Urbana-Champaign

**Discussant**
Jeffrey Pfeffer, Stanford U.

*Good Times, Bad Times: The Differential Effect of Industry Dynamics on the Careers of Men and Woman*
Heather A. Haveman, Cornell U.
Joseph P. Broschak, U. of Texas, Austin
Lisa E. Cohen, U. of California, Berkeley

*Executive Mobility and the Foundings of Organizations: A Study of International Stock Funds*
Hayagreeva Rao, Emory U.
Robert Drazin, Emory U.

*Career Histories and the Formation of New Ventures*
M. Diane Burton, Harvard U.
Jesper Sorensen, U. of Chicago
Christine Beckman, Stanford U.

*Inter-Mill Personnel Networks as Sources of Power and Advantage in the US Paper Industry*
James B. Wade, U. of Illinois, Urbana-Champaign
Joseph F. Porac, U. of Illinois, Urbana-Champaign
Howard Thomas, U. of Illinois, Urbana-Champaign
Phillip Gorman, U. of Illinois, Urbana-Champaign

**Networks and Organizational Action**

**Chair**
Dwight Lemke, James Cook U.

**Discussant**
Suzanne K. Stout, INSEAD

*Action and Networks: Connecting Agency to the Social Structure of Interorganizational Relations*
William B. Stevenson, Boston College
Danna Greenberg, Boston College

*Collaborative Learning in a Manufacturing Network: The Case of the U.S. Defense Contracting System*
Maryellen R. Kelley, Carnegie Mellon U.
Cynthia R. Cook, Rand Corporation

*Entry Despite the Network: The Relationship Between Network Structure and Entry Patterns in an Emergent Organizational Population*
Sophie Manigart, U. of Ghent
Koenraad Debackere, Katholieke U., Leuven

*Conference Proceedings Paper*
*Structural Embeddedness and the Persistence of Repeated Ties*
Brian Uzzi, Northwestern U.

**Walking the Talk, and Talking the Walk**

Joint symposium sponsored by OB, OMT & SIM

**Nothin’ but Net: Testing Organizational Theories Using Sports-Related Data**

Joint symposium sponsored by BPS, OB & OMT

**What Explains the Adoption of High Involvement Human Resource Practices in Service Industries?**

Joint symposium sponsored by HR & OMT
12:20 pm - 2:10 pm  
Marriott North  
San Diego A

Language, Legitimacy, and Organizational Action

*Joint symposium sponsored by MOC, OCIS & OMT*

12:20 pm - 2:10 pm  
Convention Center  
8

Shared Interest Track on International Joint Ventures

*Papers from BPS, IM & OMT*

12:20 pm - 2:10 pm  
Convention Center  
17B

Shared Interest Track on Organizational Identity

*Papers from BPS, MOC & OMT*

2:30 pm - 3:50 pm  
Convention Center  
10

Legitimacy, Institutionalization, and Organizational Response

*Chair*
Henrich R. Greve, U. of Tsukuba

*Discussant*
P. Devereaux Jennings, U. of British Columbia

Legitimacy and the Life Cycle of an Organizational Form: Agricultural Cooperatives
Randall Edward Westgren, U. of Illinois, Urbana-Champaign
Peter O. Foreman, U. of Illinois, Urbana-Champaign

Responses to Uncertainty in an Institutional Environment: Strategic Choice or Patterned Behavior?
Jennifer A Howard, Massachusetts Institute of Technology
Jennifer Nash, Massachusetts Institute of Technology

The Dynamics of Merger and Acquisition Waves: A Three Stage Conceptual Framework
Ellen R. Auster, York U.
Mark L. Sirower, New York U.

The Effects of Special Interest Configurations on State Health Policy Choices
Sheila Kennelly McGinnis, Metropolitan State College, Denver

2:30 pm - 3:50 pm  
Convention Center  
15B

Alliances and Strategic Partnerships

*Chair*
Timothy M. Stearns, California State U., Fresno

*Discussant*
Paul M. Olk, U. of California, Irvine

Conference Proceedings Paper
Buyer-Supplier Performance: The Role of Asset Specificity, Reciprocal Investments, and Relational Exchange
Kendall W. Artz, Baylor U.
Patricia M. Norman, Baylor U.

Digging Deeper: Reframing Cultural Mismatches in Strategic Partnerships
John W. Selsky, Monash U.

The Dark Side of Embeddedness: An Examination of the Influence of Direct and Indirect Board Interlocks and CEO/Board Relationships on Interfirm Alliances
Ranjay Gulati, Northwestern U.
James D. Westphal, U. of Texas, Austin

The Effect of Environment and Alliance Characteristics on the Choice of Alliance Forms
Chungjen Chen, Rensselaer Polytechnic Institute
Daniel Berg, Rensselaer Polytechnic Institute

2:30 pm - 3:50 pm  
Convention Center  
16A

Discourse and Change in Organizations

*Joint symposium sponsored by BPS, MOC & OMT*

2:30 pm - 3:50 pm  
Convention Center  
16A

Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations

*Joint symposium sponsored by OB & OMT*

2:30 pm - 3:50 pm  
Marriott South  
Marina D

Early Liberationary Impulses in the American Workplace: A Historical Examination of Empowerment

*Joint symposium sponsored by MH, ODC & OMT*
2:30 pm - 3:50 pm
Marriott South
Torrance

Shared Interest Track on
Privatization in Eastern European Economies
Papers from MH, OMT, PNS & TIM

2:30 pm - 3:50 pm
Convention Center 17B

Shared Interest Track on Designing Organizations
Papers from BPS, ODC & OMT

4:10 pm - 5:30 pm
Convention Center 9

Stor(j)ied Knowledge: The Narrative Basis of Organizational Memory Symposium
Chair
Ellen O’Connor, FX Palo Alto Laboratory, Inc. / U. of California, Berkeley

Presenters
Seth Lerer, Stanford U.
Charlotte Linde, Institute for Research on Learning
Ellen O’Connor, FX Palo Alto Laboratory, Inc. / U. of California, Berkeley

Complexity and Firm Decision Making
Chair
Bernard Forgues, IAE, Tours

Discussant
Brian T. Pentland, Michigan State U.

Mona V. Makhija, U. of Pittsburgh / Ohio State U.
Alice C. Stewart, Ohio State U.

Conference Proceedings Paper
Globalization Ain’t What It’s Cracked Up to Be--And Other Dialectical Insights From the New Science of Complexity
Gokce Sargut, Columbia U.
Rita Gunther McGrath, Columbia U.

Optimal Suboptimal Organizations: Local Search on Complex Landscapes
Jan W. Rivkin, Harvard U.

4:10 pm - 5:30 pm
Convention Center 8

The Influence of Chief Executives
Chair
Rakesh Khurana, Harvard U.

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

Can Excess Bring Success? Implications of the CEO’s Psychological Contract for Stewardship Theory
Ann K. Buchholtz, U. of Georgia
Deborah L. Kidder, U. of Connecticut

Getting Off the Path of Least Resistance: The Impact of CEO Pay on Strategic Change
Mason A. Carpenter, U. of Wisconsin, Madison

Leadership and Identity: A Model of Media-Acclaimed Chief Executive Officers
Mathew L. Hayward, London Business School

4:10 pm - 5:30 pm
Convention Center 16B

What Matters Most in Technology and Innovation Research:
Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology
This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research ‘generating’ field.

Showcase symposium sponsored by BPS, OMT & TIM

Understanding the ‘Black Box’ Better: Identifying the Organizational and Professional Dynamics in Managed Care
Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.

Showcase symposium sponsored by HCM, OMT & PNS
Reflections in the Funhouse Mirrors: The Interdependence of Reputation, Image, and Identity

Joint symposium sponsored by BPS, MOC & OMT

4:10 pm - 6:00 pm
Convention Center 15B

Why Alliance Trust Matters: Defining and Measuring Trust in Interorganizational Relationships

Joint symposium sponsored by BPS & OMT

4:10 pm - 5:30 pm
Convention Center 16A

Shared Interest Track on Rise and Decline of Organizational Forms

Papers from OMT & TIM

4:10 pm - 5:30 pm
Convention Center 17B

Interactive Paper Session

Papers from BPS, IM & OMT

4:10 pm - 5:30 pm
Marriott South Marina E

Business Meeting and Social Hour

Division Chair
Kathleen M. Eisenhardt, Stanford U.

Award Recipients
Winner of West Publishing Best Paper Award and Louis R. Pondy Best Dissertation-Based Paper Award
Gautam Ahuja, U. of Texas, Austin

Winner of Best Symposium Proposal Award
Michael K. Badawy, Virginia Polytechnic Institute and State U.

Presentation of the Above and Beyond the Call of Duty (ABCD) Awards
Kathleen M. Eisenhardt, Stanford U.

Celebration of Best Papers

Chair
Kenneth L. Murrell, U. of West Florida

Discussants
Thomas Cummings, U. of Southern California
Craig Lundberg, Cornell U.

Conference Proceedings Paper
Winner of ODC Division Best Practice-Related Paper
Crossing Theory and Practice Boundaries to Create New Knowledge
George L. Roth, Massachusetts Institute of Technology

Conference Proceedings Paper
Winner of ODC Division Best Doctoral Student Paper
Change Navigation Styles and Corporate Revitalization
Quy N. Huy, McGill U.

Conference Proceedings Paper
Winner of ODC Division Best Paper
Organizational Change as Shifting Conversations
Jeffrey D. Ford, Ohio State U.

Theology and Business: An Imperative for Collaboration

Joint symposium sponsored by MED & ODC

10:40 am - 12:00 pm
Marriott North San Diego A

Creating a Transformational Science: Dissertations That Both Inform and Transform

Joint symposium sponsored by OB, ODC & RM

10:40 am - 12:00 pm
Westin California B
10:40 am - 12:00 pm
Westin Plaza B&C

Complexity, Change, and Entrepreneurship Symposium

Chair
Janice A. Black, New Mexico State U.

Discussants
Patricia Gorman Clifford, Case Western Reserve U. / McKinsey & Co.
Gary C. McMahan, U. of Texas, Arlington
Frances Viggiani, Alfred U.

Entrepreneurial Cognition and Change
Janice A. Black, New Mexico State U.

A ‘Fractal’ Organization Analysis
Frances Elizabeth Hauge, Tulane U.

Systems and Stories
David M. Boje, New Mexico State U.

The Story of the Sci-Fi Organization
Grace Ann Rosile, New Mexico State U.

Stories, Sensemaking, and Change: A Multidisciplinary Conversation

Chair
Ronald R. Sims, College of William and

Discussants
Evelyn Dravecky, U. of California, Los Angeles
Peter Reason, U. of Bath

Making Sense of Revolutionary Change: Differences in Members’ Stories
Steven S. Taylor, Boston College

Momentum in Organizational Change: Toward a Multidisciplinary Theory
Karen J. Jansen, Texas A&M U. / Cornell U.

What Recipients of Organizational Change Construct: How Sensemaking Mediates Assessments of a Shared Governance Initiative
Jenny W. Rudolph, Boston College
Jean M. Bartunek, Boston College
Snehal A. Tijoriwala, Carnegie Mellon U.
Judith A. DePalma, Duquesne U.

Being True to What We Profess: Management Research and Life Inquiry -- A ‘Black British’ Perspective
Gloria Bravette, South Bank U.

2:30 pm - 3:50 pm
Marriott South
Marina D

Early Liberationary Impulses in the American Workplace: A Historical Examination of Empowerment

Joint symposium sponsored by MH, ODC & OMT

Shared Interest Track on Designing Organizations

Papers from BPS, ODC & OMT

Intimacy, Control, and Asking Teams What Matters

Chair
Joanne C. Preston, Pepperdine U.

Discussants
Susan G. Cohen, U. of Southern California
Michael K. McCuddy, Valparaiso U.

If You Want Team Level Data, Shouldn’t You Ask the Team?
Bradley L. Kirkman, U. of North Carolina, Greensboro
Paul E. Tesluk, Tulane U.
Benson Rosen, U. of North Carolina, Chapel Hill

Assessing Concertive Control in the Team Environment
Brett M. Wright, Sydney Water Corporation LTD.
James R. Barker, U. S. Air Force Academy

Why Teams Don’t Perform: The Misunderstood Concept of Intimacy
Lisa A. Horvath, George Washington U.
Rhonda G. Van Diest, Price Waterhouse LLP

Wanted: Effective Global Managers

Three Corporate Perspectives on Growing and Developing Global Managers

Joint symposium sponsored by IM & ODC

Shared Interest Track on Procedural Justice in the Workplace

Papers from CM, OB, ODC & PNS
**ORGANIZATIONAL BEHAVIOR**

8:30 am - 10:20 am  
Westin  
Santa Fe

**The Structure and Consequences of Organizational Commitment**

*Chair*
Ann H. Butcher, Tulane U.

*Discussant*
Harold L. Angle, U. of Cincinnati

**Conference Proceedings Paper**

Loyalty to Supervisor, Organizational Commitment, and Employee Performance: The Chinese Case  
Anne S. Tsui, Hong Kong U. of Science and Technology  
Zhen Xiong Chen, Hong Kong Baptist U.  
Jiing-Lih Farh, Hong Kong U. of Science and Technology

The Relationship Between Commitment Forms and Work Outcomes: A Comparison of Three Models  
Aaron Cohen, U. of Haifa

A Multilevel Analysis of Organizational Commitment: An Application of Hierarchical Linear Modeling  
Byung Hee Lee, Indiana U., Bloomington  
Maqbul Jamil, Indiana U., Bloomington

An Investigation Into the Nature of the Job Involvement-Role Construct  
Robert R. Hirschfeld, Georgia Southern U.

Union Commitment: A Comparison of Public and Private Sector Union Member Attitudes and Behavioral Outcomes  
Mary Pisnar, Cleveland State U.

9:00 am - 10:20 am  
Westin  
California B

**Leader-Member Exchange Theory**

*Chair*
Lisa J. Gebhardt, Arizona State U.

*Discussant*
George Graen, U. of Southwestern Louisiana

Self and Coworker Views of Leader-Member Exchange (LMX) Relationships: Perceptions of Ingratiation and Fairness  
John M. Maslyn, Vanderbilt U.  
Mary Uhl-Bien, U. of Central Florida

The Ties That Bind: The Impact of Leader-Member Exchange (LMX), Transformational and Transactional Leadership, Spatial Distance, and Value Congruence on Predicting Follower Performance  
Jane M. Howell, U. of Western Ontario  
Kathryn E. Hall-Merenda, U. of Western Ontario

The Effects of Cognitive Style on Leader-Member Exchange Relationships—Do They Matter?  
C. W. Allinson, Sunderland U.  
Steven John Armstrong, Sunderland U.  
J. Hayes, Sunderland U.

**Conference Proceedings Paper**

Winner of OB Division Best Dissertation-Based Paper Award  
The Frog Pond Matters: An Exploration of Work Unit Context and Leader-Member Exchange  
Claudia C. Cogliser, U. of Miami

8:30 am - 10:20 am  
Westin  
Harbor A&B

**Supervision Versus Empowerment? New Perspectives on an Old Debate**

Joint symposium sponsored by HR & OB

**Developing a Cross-National and Cross-Occupational Perspective on Contingent Work**

Joint symposium sponsored by HR & OB

**Shared Interest Track on Job Satisfaction and Performance**

Papers from HR, OB & RM

9:00 am - 10:20 am  
Westin  
Balboa

9:00 am - 10:20 am  
Westin  
California C

**Interactive Paper Session**

Papers from HR, MOC & ODC

4:10 pm - 5:30 pm  
Westin  
California A

9:00 am - 10:20 am  
Westin  
California A
The Influence of Diversity on Work Outcomes

Chair
Kenneth G. Brown, Michigan State U.

Discussant
Laurie Larwood, U. of Nevada, Reno

Racial Composition of Schools: Effects on Teacher Job Satisfaction, School Commitment, and Career Commitment
Charles W. Mueller, U. of Iowa
Ashley Finley, U. of Iowa
Roderick Dale Iverson, U. of Melbourne
James L. Price, U. of Iowa

Conference Proceedings Paper
Perceived Racial Discrimination: Organizational Outcomes and Situational Moderators
Evan F. Sinar, Bowling Green State U.

9:00 am - 10:20 am
Westin Coronado

Managing Diversity: Theory and Research

Chair
Elizabeth C. Ravlin, U. of South Carolina

Discussant
Steffanie L. Wilk, U. of Pennsylvania

Conference Proceedings Paper
Friends in High Places: Structural Discrimination in Salary Negotiations
Marc-David L. Seidel, U. of Texas, Austin
Jeffrey T. Polzer, U. of Texas, Austin
Katherine Stewart, U. of Texas, Austin

Levels of Analysis and Diversity Research: The Missing Link to Strong Theory, Measurement, and Analysis
Sandi Lynne Dinger, State U. of New York, Binghamton
Christie Kennedy, State U. of New York, Binghamton
Yair Berson, State U. of New York, Binghamton

Orthogonal Cultural Identification Theory and Self-Categorization Theory: Understanding the Multiple Dimensions of Racioethnicity
Shawnta S. Friday, Florida A&M U.
Sherry E. Moss, Florida International U.

Examining the Effects of Work Externalization Through the Lens of Social Identity Theory
Prithviraj Chattopadhyay, U. of Queensland
Elizabeth George, U. of Queensland

When Employees Become Contract Labor: Persistent Expectations of the Principal in an Outsourcing Context
Violet T. Ho, Carnegie Mellon U.
Ang Soon, Nanyang Technological U.

Organizational Social Capital: The Case for Stability
Carrie R. Leana, U. of Pittsburgh
Harry J. Van Buren III, U. of Pittsburgh

Psychological Contract Breach and the Employment Exchange: Perceptions From Employees and Employers
Kyle Lewis-McClear, U. of Maryland
M. Susan Taylor, U. of Maryland

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Kyle Lewis-McClear, U. of Maryland
M. Susan Taylor, U. of Maryland
10:40 am - 12:00 pm
Westin
Harbor A&B

Attributional Perspectives on Behavior
Chair
Donald VandeWalle, Southern Methodist U.
Discussant
James D. Westaby, New York U.
Blame and Prevention as Sources of Bias in Causal Explanations of Accidents
Rodney O. Lacey, Northwestern U.
Robert C. Liden, U. of Illinois, Chicago
Victoria Husted Medvec, Northwestern U.
Sandy J. Wayne, U. of Illinois, Chicago
David M. Messick, Northwestern U.
Timothy A. Judge, U. of Iowa
Raymond T. Sparrowe, U. of Illinois, Chicago
Maria L. Kraimer, U. of Illinois, Chicago
Timothy M. Franz, Indiana U., South Bend
Who’s Being Served? ‘Self-Serving Attributions and Their Implications for Power
Fiona Lee, U. of Michigan
Larissa Zuckert Tiedens, U. of Michigan

Creating a Transformational Science: Dissertations That Both Inform and Transform
Joint symposium sponsored by OB, ODC & RM

10:40 am - 12:00 pm
Westin
California B

Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice
Joint symposium sponsored by HR, OB & RM

10:40 am - 12:00 pm
Westin
California C

Shared Interest Track on Measuring Organizational Performance
Papers from BPS, OB & PNS

12:20 pm - 2:10 pm
Westin
Coronado

Personality and Organizational/Team Performance
Chair
John E. Sawyer, U. of Delaware
Discussant
James R. Meindl, State U. of New York, Buffalo

An Evaluation of the Impact of Personality on Organizational Team Performance
Chantell E. Nicholls, U. of Western Ontario
Mitchell G. Rothstein, U. of Western Ontario
Conference Proceedings Paper
Organizational Performance and CEO Personality: Explaining More of the Variance Through Top Management Team Group Dynamics
Randall S. Peterson, Cornell U.
Pamela D. Owens, U. of California, Berkeley
Paul V. Martorana, U. of California, Berkeley
Getting to 'What Matters Most': Overcoming the Roadblocks to Studying Sensitive Topics
Researchers interested in sensitive topics face many roadblocks. This innovative session offers attendees the opportunity to submit questions about obstacles they themselves have encountered. Panel members will share their own successful solutions, their insights from failures, and their continuing struggles. The resulting discussion should offer something for all in attendance.
Showcase symposium sponsored by CM, OB & RM

Walking the Talk, and Talking the Walk
Joint symposium sponsored by OB, OMT & SIM
Leadership Styles and Processes

Chair
James G. Hunt, Texas Tech U.

Discussant
Fred Dansereau, State U. of New York, Buffalo

Can Performance Ratings Be Monitored? The Interactive Effects of Self-Monitoring, Performance, and Dyadic Quality on Performance Appraisal
Neville T. Duarte, Auburn U., Montgomery
Jane R. Goodson, Auburn U., Montgomery

Do You See What I See: Leadership Styles, Public Self-Consciousness, and Manager Performance
John J. Sosik, Pennsylvania State U., Great Valley
Denise Potosky, Pennsylvania State U., Great Valley
Dong I. Jung, San Diego State U.
Yair Berson, State U. of New York, Binghamton

Dealing With Dissimilar Coworkers of Higher Status: The Influence of Open Versus Closed Minds
Prithviraj Chattopadhyay, U. of Queensland

Multidimensionality and the Multifunctionality of Subordinates’ Resistance to Downward Influence Attempts
Bennett J. Tepper, U. of Kentucky
Chester A. Schriesheim, U. of Miami
Daniel Nehring, U. of Kentucky
Robert J. Nelson, U. of Kentucky
Edward C. Taylor, U. of Kentucky
Regina J. Eisenbach, California State U., San Marcos

The Influence of Leader Behaviors on Follower Self-Leadership: An Application of Hierarchical Linear Modeling (HLM)
Seokhwa Yun, U. of Maryland
Jonathan F. Cox, Deloitte & Touche Consulting Group
Henry P. Sims, Jr., U. of Maryland

Nothin’ but Net: Testing Organizational Theories Using Sports-Related Data
Joint symposium sponsored by BPS, OB & OMT

Interactive Paper Session
Papers from CAR, HR & OB

Bridging the Academic-to-Practice Gap: Careers and Processes Insuring That Research Makes a Practical Difference
This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how consulting experience informs research, and the ways participants’ consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.

Emotion Regulation: Factors Shaping the Experience and Expression of Emotion in Organizations
Joint symposium sponsored by OB & OMT

Contextual Performance of Temporary, Part-Time, and Virtual Employees: When Does Work Status Make a Difference?
Joint symposium sponsored by HR & OB
New Directions in Justice Research

Chair
Herbert G. Heneman III, U. of Wisconsin, Madison

Discussant
Carol T. Kulik, Arizona State U.

Conference Proceedings Paper
Winner of OB Division Best Paper Award
The Winding Road From Employee to Complainant: Situational and Psychological Determinants of Wrongful Termination Claims
E. Allan Lind, Duke U.
Jerald Greenberg, Ohio State U.
Kimberly S. Scott, Hewitt Associates
Thomas D. Welchans, Ohio State U.

A Field Test of Reciprocal Effects Within Organizational Justice, and Between It and Other Key Variables
Timothy P. Summers, Clemson U.
Tina L. Robbins, Clemson U.
Janis L. Miller, Clemson U.

Punishing Plagiarism From the Web: Students’ Perceptions of Fairness
Jeffrey A. Miles, U. of the Pacific
Todd S. Palmer, Pennsylvania State U., Erie

Motivational Processes

Chair
Douglas F. Cellar, DePaul U.

Discussant
Gary P. Latham, U. of Toronto

Can Positivity Cause Motivation? Applications of the Core-Self Evaluations Model to Motivation Theories
Amir Erez, U. of Florida
Diane E. Johnson, U. of Alabama, Tuscaloosa

Determinants, Process, and Consequences of Personal Work Goals and Performance
Faten Mohammed Moussa, State U. of New York, Plattsburgh

Insight Into Participation Effects: The Role of Learning Goals and Justice Perceptions
Neta A. Moye, U. of Maryland
Quinetta M. Roberson, U. of Maryland

Informational and Controlling Expected Evaluation and Vicarious Learning Experience Effects on Creative Performance
Christina E. Shalley, Georgia Institute of Technology
Jill E. Perry-Smith, Georgia Institute of Technology

Goal Commitment and the Goal Setting Process: Ten Years After
Howard J. Klein, Ohio State U.
John R. Hollenbeck, Michigan State U.
Michael J. Wesson, Michigan State U.
Bradley J. Alge, Ohio State U.

Shared Interest Track on Leadership Development
Papers from IM, MED, OB & PNS

Shared Interest Track on Executive Compensation
Papers from BPS, HR, OB & SIM

Interactive Paper Session
Papers from CM, HR & OB

What Matters Most to University OB Education: Views From the Inside and the Outside
This symposium provides a forum for discussion about what our goals are in teaching organizational behavior, with particular emphasis on what will continue to be unique or advantageous about university organizational behavior teaching. Perspectives from the business community and from the academic community on these issues will be presented.

Showcase symposium sponsored by MED & OB

Positive Conflict in East Asia: Emerging Paradigms

Joint symposium sponsored by CM, IM & OB
4:10 pm - 5:30 pm
Westin
California C

Mitigating Organizational Dysfunction: A Role of Accountability Systems
Joint symposium sponsored by HR, OB & SIM

4:10 pm - 5:30 pm
Westin
Balboa

Shared Interest Track on Procedural Justice in the Workplace
Papers from CM, OB, ODC & PNS

5:30 pm - 6:45 pm
Westin
Harbor A&B

Business Meeting
Division Chair
Marilyn E. Gist, U. of Wisconsin

Business Meeting
Organizer
Charlotte Sutton, Auburn U.

6:45 pm - 8:00 pm
Westin
Coronado

Social Hour
Organizer
Charlotte Sutton, Auburn U.

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ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS

9:00 am - 10:20 am
Marriott North
Manchester 2

Interpersonal Dimensions of Virtual Interactions
Chair
Joseph Walther, Rensselaer Polytechnic Institute

Discussants
Joseph Walther, Rensselaer Polytechnic Institute
Poppy Lauretta McLeod, Case Western Reserve U.
Anita D. Bhappu, U. of Arizona

Communicating From a Distance: Establishing Commitment in a Virtual Office Environment
Victoria R. Whiting, U. of Utah
Kathleen K. Reardon, U. of Southern California

Swift Trust in Global Virtual Teams
Sirkka L. Jarvenpaa, U. of Texas, Austin
Thomas R. Shaw, U. of Texas, Austin

Conference Proceedings Paper
A Study of Interpersonal Influence Goals in Computer-Mediated Communication
E. Vance Wilson, U. of Wisconsin, Eau Claire
Ilze Zigurs, U. of Colorado, Boulder

Impression Formation and Impression Management With Electronic Media
Chair
William B. Snavely, Miami U., Oxford

Discussants
Robert W. Zmud, U. of Oklahoma
William B. Snavely, Miami U., Oxford
Betty Vandenbosch, Case Western Reserve U.
Suzanne P. Weisband, U. of Arizona
Leanne E. Atwater, Arizona State U.
Susan J. Winter, Florida Atlantic U.
Carol Stoak Saunders, Southern Illinois U., Carbondale
Paul Hart, Florida Atlantic U.

Seeing Is Deceiving: Effects of Face-to-Face, Videoconference, and Telephone Media on Judgments in Job Interviews
Susan G. Straus, Carnegie Mellon U.
Evaluating Self and Others in Electronic and Face-to-Face Groups
Suzanne P. Weisband, U. of Arizona
Leanne E. Atwater, Arizona State U.

Electronic Window Dressing? Impression Management on the Internet
Susan J. Winter, Florida Atlantic U.
Carol Stoak Saunders, Southern Illinois U., Carbondale
Paul Hart, Florida Atlantic U.

Language, Legitimacy, and Organizational Action
Joint symposium sponsored by MOC, OCIS & OMT

Shared Interest Track on Escalating Into and Out of Jams
Papers from BPS, MC, MOC & OCIS

Interactive Paper Session
Papers from BPS, IM, OCIS, OM & RM

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### ORGANIZATIONS & THE NATURAL ENVIRONMENT

**Virtual Management Education: An Exploration Into Unknown Spaces**

*Joint symposium sponsored by MED, OCIS & TIM*

4:10 pm - 5:30 pm  
Marriott North  
San Diego C

**Business Meeting**

*Division Chair*

Daniel Robey, Georgia State U.

5:30 pm - 6:30 pm  
Marriott North  
Manchester 2

**Social Hour**

6:30 pm - 7:30 pm  
Marriott North  
Columbia 2

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<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>8:30 am - 10:20 am</td>
<td><strong>Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice</strong></td>
<td>Marriott South</td>
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<td></td>
<td><em>Joint symposium sponsored by CM, ONE &amp; TIM</em></td>
<td>Marina D</td>
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<tr>
<td>10:40 am - 12:00 pm</td>
<td><strong>Environmental Management Strategy and Competitive Advantage</strong></td>
<td>Marriott South</td>
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<td><em>This symposia explores the relationship between profitability and corporate strategies for managing impact on the natural environment. In doing so, it explores how causal ambiguity, uncertainty, and information asymmetries interact to influence strategic behavior and corporate performance. It also extends empirical approaches for linking economic and non-economic performance.</em></td>
<td>Marina F</td>
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<tr>
<td>12:20 pm - 2:10 pm</td>
<td><strong>Earth and Organization: Ethical and Spiritual Views</strong></td>
<td>Marriott South</td>
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|                | *Division Welcome*  
Monika I. Winn, U. of Victoria  
**Chair**  
R. Edward Freeman, U. of Virginia  
**Discussant**  
Marcia Friderger, Holy Names College  | Leucadia          |
| 2:30 pm - 3:50 pm | **Do Corporations Rule the World? And Does it Matter?**  | Marriott South    |
|                | *Chair*  
W. Edward Stead, East Tennessee State U.  
**Keynote Speaker**  
David C. Korten, People-Centered Development Forum  
**Discussant**  
Thomas Gladwin, New York U.  | Marina G          |
| 5:30 pm - 6:30 pm | **Business Meeting**  | Marriott South    |
|                | *Co-Chairs*  
W. Edward Stead, East Tennessee State U.  
Thomas Gladwin, New York U.  
Monika I. Winn, U. of Victoria  
John M. Jermier, U. of South Florida | Leucadia          |
8:30 am - 10:20 am
Marriott South
Del Mar

**Division Welcome**

**Strategy and Decision Making**

**Division Welcome**
David P. McCaffrey, U. of New York, Albany

**Chair**
William Crittenden, Northeastern U.

**Discussant**
Danny L. Balfour, U. of Akron

Thekla Rura-Polley, U. of Technology, Sydney

**Competitive Strategies of Religious Organizations**
Kent D. Miller, Purdue U.

**Determinants of Strategic Choice: Proactive, Political, and Defensive Models**
Barton Wechsler, U. of Southern Maine
Frances Stokes Berry, Florida State U.
Woo Soon Park, Dong-A U.
Jill Tao, Florida State U.

**Extent of Strategic HRM in Australian Corporatised Public Sector Organizations**
Stephen T. Teo, U. of Technology, Sydney / Queensland U. of Technology

**Uncovering Alternatives for Decisions in Public, Private, and Third Sector Organizations**
Paul C. Nutt, Ohio State U.

9:00 am - 10:20 am
Marriott South
Marina E.

**Promoting Entrepreneurship in Economically Depressed Regions: Have We Made a Difference?**

Joint symposium sponsored by ENT, MC & PNS

10:40 am - 12:00 pm
Convention Center 17B

10:40 am - 12:00 pm
Marriott North
Columbia 2

**Institutions and Institutional Theory**

**Chair**
Mohamed Chariri, Ecole Nationale D’Administration Publique

**Discussants**
Judith L. Miller, State U. of New York, Albany
Sonia Ospina, New York U.

10:40 am - 12:00 pm
Marriott South
Torrance

2:30 pm - 3:50 pm
Marriott South
Coronado

**Don’t Innovate, Imitate: How Management Consultants Created the Nonprofit Sector, 1950-1970**
Christopher D. McKenna, Johns Hopkins U.

**Institutionalism: Intergovernmental Exchange, Administration-Centered Behavior, and Policy Outcomes in Urban Agencies**
Herman Luther Boschken, San Jose State U.

**Winner of PNS Division Best Doctoral Student Paper Award**
Organizational Birth and Institutional Legitimation: The Diffusion of State Lotteries
Jason L. Jensen, U. of Kentucky

**Conference Proceedings Paper**
Winner of PNS Division Best Paper Award
The Role of Membership Structures in the Achievement of Collaborative Advantage Between Public and Nonprofit Organizations
Siv Vangen, U. of Strathclyde
Chris Huxham, U. of Strathclyde

**Shared Interest Track on Measuring Organizational Performance**

Papers from BPS, OB & PNS

2:30 pm - 3:50 pm
Marriott North
Columbia 2

**A Religious Organization’s Response to Welfare Needs**

Distinguished Speaker
Alexander B. Morrison, Church of Jesus Christ of Latter-day Saints, Utah N. Area President

**Shared Interest Track on Leadership Development**

Papers from IM, MED, OB & PNS

2:30 pm - 3:50 pm
Marriott South
Torrance

**Shared Interest Track on Privatization in Eastern European Economies**

Papers from MH, OMT, PNS & TIM
### Understanding the ‘Black Box’
**Better: Identifying the Organizational and Professional Dynamics in Managed Care**
Managed care involves a variety of organizational and professional dynamics not sufficiently attended to by researchers. This symposium addresses the need for clearer identification of these dynamics. Two alternatives discussed are learning to ask the right questions when researching health care issues, and applying ideas from organizational studies more fully.

*Showcase symposium sponsored by HCM, OMT & PNS*

### Shared Interest Track on Procedural Justice in the Workplace
**Papers from CM, OB, ODC & PNS**

### Business Meeting
**Division Chair**
Sue R. Faerman, State U. of New York, Albany

### Social Hour
9:00 am - 10:20 am
Westin
Balboa

### RESEARCH METHODS

#### Division Welcome and Feedforward
**Division Chair**
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

**Program Chair**
David A. Harrison, U. of Texas, Arlington

9:00 am - 10:20 am
Marriott North
Torrey 3

#### Power and Inference
**Chair**
Paul D. Bliese, Walter Reed Army Institute of Research

**Discussants**
Fred S. Switzer III, Clemson U.
Stanley M. Gully, Rutgers U.
Philip L. Roth, Clemson U.

10:40 am - 12:00 pm
Westin
California C

#### Corporate Effects on Performance: Do They Matter and How Much?
**Joint symposium sponsored by BPS, OMT & RM**

#### Shared Interest Track on Job Satisfaction and Performance
**Papers from HR, OB & RM**

10:40 am - 12:00 pm
Westin
California C

#### Creating a Transformational Science: Dissertations That Both Inform and Transform
**Joint symposium sponsored by OB, ODC & RM**

#### Breaking Barriers in Team Research: New Methodologies and Applications for Team Research and Practice
**Joint symposium sponsored by HR, OB & RM**

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*A Bootstrap Procedure for Testing the Statistical Significance of Goodness-of-Fit Indices in Structural Equation Models*
Gordon W. Cheung, Chinese U. of Hong Kong
Roger B. Rensvold, City U. of Hong Kong

*A Case for the Bayes/Non-Bayes Compromise in Management Research*
Thomas W. Woolley, Jr., Samford U.

*Sample Size Needed to Establish Criterion Validity for Air Traffic Controller Selection: Comparing Bootstrap Versus Parametric Estimation*
Michelle Ann Dean, U. of Oklahoma
Craig J. Russell, U. of Oklahoma
Dana Broach, FAA Civil Aeromedical Institute

*Sample Size Needed to Establish Criterion Validity for Air Traffic Controller Selection: Comparing Bootstrap Versus Parametric Estimation*
Michelle Ann Dean, U. of Oklahoma
Craig J. Russell, U. of Oklahoma
Dana Broach, FAA Civil Aeromedical Institute
Development and Refinement of Organizational Measures

Chair
Anson Seers, Virginia Commonwealth U.

Discussants
Steven C. Currall, Rice U.
Charles R. Williams, Texas Christian U.
Craig Lundberg, Cornell U.
Bonnie N. Pollack, U. of North Carolina, Charlotte

Clarifying the Relationships Between Organizational Politics, Justice, and Support
Martha C. Andrews, Florida State U.
K. Michele Kacmar, Florida State U.

Construct Validation of the Strain-Free Negative Affectivity Scale: A Comparison With the Neuroticism Scale of the Eysenck Personality Inventory
Vincent J. Fortunato, U. of Southern Mississippi
Steve M. Jex, U. of Wisconsin, Oshkosh
Deanne A. Heinisch, Citibank Corporation

Exploring the Psychometric Properties of the Sources of Feedback Scale
Martha C. Andrews, Florida State U.
K. Michele Kacmar, Florida State U.
William P. Anthony, Florida State U.

The Measurement of Work: Hierarchical Representation of the Multimethod Job Description Questionnaire
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill
Judith A. Scully, U. of Florida
Mary D. Brtek, U. of Florida

Advances in Multivariate Data Analyses

Chair
John L. Michela, U. of Waterloo

Discussants
Miguel A. Quinones, Rice U.
Jodi Goodman, Purdue U.
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

Analysis of Influential Cases in Structural Equations Model: A Methodological Note
Gordon W. Cheung, Chinese U. of Hong Kong
Roger B. Rensvold, City U. of Hong Kong

Assumptions About Secondary Factor Loadings and Their Impact on Factor Correlations
Lucy R. Ford, Virginia Commonwealth U.
Larry J. Williams, Virginia Commonwealth U.

Breaking Free From the ‘Iron Cage’ of Linear Modeling: A Configurational Approach to the Study of Organizational Structure
Rodney O. Lacey, Northwestern U.
Michael Alan Sacks, Northwestern U.

Recent Advances and Continuing Challenges in Criterion Development and Measurement

Joint symposium sponsored by HR & RM

Interactive Paper Session

Papers from BPS, IM, OCIS, OM & RM

Business Meeting

Division Chair
Jeffrey R. Edwards, U. of North Carolina, Chapel Hill

Social Hour
**Social Issues in Management**

**Division Welcome**

*Program Chair*
Jeffrey Lenn, George Washington U.

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**Private Processes and Public Faces of Environmental Collaborations: Voices From Theory and Practice**

*Joint symposium sponsored by CM, ONE & SIM*

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**Ethics and Organizational Dynamics**

*Chair*
Patricia H. Werhane, U. of Virginia

*Discussants*
Richard P. Nielsen, Boston College
Richard O. Mason, Southern Methodist U.

*Attitudinal and Behavioral Outcomes of Corporate Ethics Programs: An Empirical Study of the Impact of Compliance- and Values-Oriented Approaches*
Gary R. Weaver, U. of Delaware
Linda Klebe Trevino, Pennsylvania State U.

*Ethics in the Public Sector: An Empirical Examination of Ethical Code Use and Ethical Tolerance*
Neal M. Ashkanasy, U. of Queensland
Sarah Falkus, U. of Queensland
Victor J. Callan, U. of Queensland

*Conference Proceedings Paper*

*Ethical Values and Leadership: A Study of AACSB Business School Deans*
Judy A. Siguaw, Cornell U.
Joanne W. Rockness, U. of North Carolina, Wilmington
Tammy G. Hunt, U. of North Carolina, Wilmington
L. Vincent Howe, Jr., U. of North Carolina, Wilmington

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**Corporate Political Strategy**

*Chair*
Edward M. Epstein, Saint Mary’s College

*Discussants*
Julius H. Johnson, Jr., U. of Missouri, St. Louis
Kathleen Getz, American U.

*Conference Proceedings Paper*

*The Behavioral Theory of Corporate Political Action: Applying a Structural Model to the Political Activities of U.S. Manufacturers*
Kathleen A. Rehbein, Marquette U.
Douglas A. Schuler, Rice U.

*The Institutionalization of Low Tariffs: A Theoretical and Empirical Analysis of the 1934 Reciprocal Trade Agreements Act*
Karen Elisabeth Schnier, Rice U.

*The ‘New Federalism’ and the Devolution of Power From Washington: Determinants of Business Political Activity at the State Government Level*
Jennifer J. Griffin, George Washington U.
Brian Shaffer, U. of Maryland
John F. Mahon, Boston U.

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**New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?**

*Joint symposium sponsored by MC & SIM*

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**Shared Interest Track on Illegal and Unethical Behaviors**

*Papers from HR, OMT & SIM*

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**Walking the Talk, and Talking the Walk**

*Joint symposium sponsored by OB, OMT & SIM*
New Dimensions in Ethics Research
Chair
Meinhold Dierkes,
Wissenschaftszentrum, Berlin
Discussants
Marshall Schminke, Creighton U.
Randi L. Sims, Nova Southeastern U.
What Matters Most? A Framework for Understanding Ethics Research
Scott J. Reynolds, U. of Minnesota
Emotion and Ethical Decision Making in Organizations
Alice P. Gaudine, Memorial U. of Newfoundland
Linda Elizabeth Thorne, York U.
The Elaboration-Likelihood Model of Ethical Decision Making in Organizations: An Extension and Reformulation of the Issue-Contingent Model
Scott W. Geiger, Florida State U.
Scott C. Douglas, Florida State U.
The Development and Validation of a Measure of Desired Moral Approval
Lori Verstegen Ryan, U. of Georgia
Christine M. Riordan, U. of Georgia

Managing Stakeholder Relations
Chair
Jeanne M. Liedtka, U. of Virginia
Discussants
Steven N. Brenner, Portland State U.
Susan Key, U. of Alabama, Birmingham
Does the Relational Context Matter? An Empirical Test of a Network Theory of Stakeholder Influences
Timothy J. Rowley, U. of Toronto
Strategic Choice and Stakeholder Assessment in State-Owned Enterprise Restructuring: An Integrating Framework
Jonathan P. Doh, American U.
Creating Stakeholder Relationships: A Model of Organizational Social Identification—How the Southern Baptist Convention Became Stakeholders of Walt Disney Company
Tammy L. Mac Lean, Boston College

The Clash Between Workplace Harassment Law and Constitutional Rights to Free Speech: What Matters Most?
Legal scholar Eugene Volokh is the leading proponent of a constitutional challenge to hostile work environment laws which restrict workplace hate speech on the grounds that such restrictions violate First Amendment protections. He will be debated by representatives from the EEOC, the plaintiff’s bar, and harassment and organizational justice scholars.
Showcase symposium sponsored by CM, GDO & SIM

Shared Interest Track on Executive Compensation
Papers from BPS, HR, OB & SIM

Corporate Social Responsibility and Responsiveness
Chair
Ramon J. Aldag, U. of Wisconsin
Discussants
Sybille R. Sachs, U. of Zurich
David Palmer, Santa Clara U.
Corporate Social Strategy: Toward a Strategic Approach to Social Issues in Management
Bryan W. Husted, Instituto de Empresa
David B. Allen, Instituto de Empresa
Corporate Involvement in Community Economic Development: The Business School’s Role
Donna J. Wood, U. of Pittsburgh
Laquita C. Blockson, U. of Pittsburgh
Kimberly S. Davenport, Fielding Institute
Harry J. Van Buren III, U. of Pittsburgh
Craig Caldwell, U. of Pittsburgh
The Diffusion of a Socially Responsible Innovation: Grameen Bank’s Credit Delivery System
Nada Kobeissi, Rutgers U.
Fariborz Damanpour, Rutgers U.
Crisis Management in a Hostile Social Environment: The Case of Women’s Reproductive Healthcare Facilities
Maureen P. Bezold, Pennsylvania State U., Great Valley
Pamela Weaver, Virginia Polytechnic Institute and State U.
Richard E. Wokutch, Virginia Polytechnic Institute and State U.
4:10 pm - 5:30 pm  
Mitigating Organizational Dysfunction: A Role of Accountability Systems  
Joint symposium sponsored by HR, OB & SIM

6:15 pm - 7:00 pm  
Award for Best MBA Student Paper in Corporate Citizenship  
Chair  
Steven Rochlin, Boston College  
Center for Corporate Community Relations, Award Sponsor

10:40 am - 12:00 pm  
Shared Interest Track on Technological Development  
Papers from HCM, OMT & TIM

10:40 am - 12:00 pm  
Shared Interest Track on Teleworking and Telecommuters  
Papers from CAR, IM & TIM

10:40 am - 12:00 pm  
Technology Networks and Alliances  
Chair  
Rajan Kamath, U. of Cincinnati  
Discussant  
Michael D. Santoro, Lehigh U.

8:00 am - 8:30 am  
Division Welcome and Continental Breakfast  
Program Chair  
Jeffrey Liker, U. of Michigan

8:30 am - 10:20 am  
Differentiation and Integration in Product Innovation  
Chair  
Paul M. Olk, U. of California, Irvine  
Discussant  
Durward Sobek, Montana State U.

Corporate Research Location, Dispersion of Knowledge, and Innovative Productivity in the Pharmaceutical Industry  
Laura B. Cardinal, U. of North Carolina, Chapel Hill  
Donald E. Hatfield, Virginia Polytechnic Institute and State U.

Cross-Functional Project Group Performance in Research and New Product Development: A Model and Empirical Study  
Robert T. Keller, U. of Houston  
Organizational Capacities for Sustained Product Innovation  
Deborah Dougherty, Rutgers U.

12:20 pm - 2:10 pm  
Shared Interest Track on Supply Chain Integration  
Papers from BPS, ONE & TIM
**Perspectives on Technology and Innovation**

Chair  
Gregory N. Stock, Arizona State U.,

Discussant  
Theresa T. Coates, Rensselaer Polytechnic Institute

Conference Proceedings Paper  
Advanced Manufacturing Technology: A Multiparadigm Deconstruction and Reconstruction of the Literature  
Marianne W. Lewis, U. of Cincinnati

The Essence of Organizational Innovation: A Review of the Construct and Its Operationalization  
Wynand E. J. Bodewes, Erasmus U., Rotterdam

The Origin of New Technologies: The Formation of Schumpeterian Techno-Diamond  
Monisha Das, Golden Gate U.

**Shared Interest Track on Privatization in Eastern European Economies**

Papers from MH, OMT, PNS & TIM

**Plausability-Accuracy Tradeoffs: Making Sense of Technology**

Chair  
George F. Farris, Rutgers U.

Distinguished Speaker  
Karl E. Weick, U. of Michigan

**What Matters Most in Technology and Innovation Research: Disciplinary Perspectives From Strategy, Organization Theory, and Management of Technology**

This symposium represents integrative perspectives relating to technology and innovation research from the above three disciplines. Presented by leading scholars, the topics pertain to conceptual transitions, status of technology and innovation research, key research issues, knowledge management, and transformation of technology and innovation management to a research ‘generating’ field.

Showcase symposium sponsored by BPS, OMT & TIM

**Virtual Management Education: An Exploration Into Unknown Spaces.**

Joint symposium sponsored by MED, OCIS & TIM

**Shared Interest Track on Rise and Decline of Organizational Forms**

Papers from OMT & TIM

**Business Meeting**

Division Chair  
Johannes M. Pennings, U. of Pennsylvania

**Social Hour**

**Other Meetings**

Editorial Board of the Journal of Organizational Behavior  
Presiding  
Cary L. Cooper, U. of Manchester
Tuesday, August 11

ALL-CONVENTION ACTIVITIES

9:00 am - 12:00 pm
2:00 pm - 5:00 pm
Marriott North
Marriott Hall

Registration

*Executive Director*
Nancy Urbanowicz, Academy of Management

What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?

*Director of Membership*
Carolyn Wiley, Georgia State U.

Placement

*Director of Placement*
Charlotte Sutton, Auburn U.

Exhibits

*Director of Publisher Relations & Exhibits Coordinator*
Philip B. Stone, GT Enterprises

Refreshment break at 10:00 am sponsored by Prentice Hall
Refreshment break at 4:00 pm sponsored by Pepperdine U.

International Programs Committee Information Booth

Drop by the booth to share your information on international activities and find out what’s happening around the academic world.

*Coordinators*
Carolyn R. Dexter, Pennsylvania State U., Harrisburg
Anne Davis, U. of St. Thomas
Eleanor O’Higgins, U. College, Dublin

Presidential Luncheon

*Presiding*
Anne Sigismund Huff, U. of Colorado / Cranfield U.

ALL-ACADEMY SYMPOSIA: “WHAT MATTERS MOST”

9:00 am - 10:20 am
Marriott North
San Diego B

The Debate on Affirmative Action: What Matters Most?
The future of affirmative action is uncertain. There are strong and vocal forces on both sides of the issue mustering compelling arguments and influencing public policy. The participants in this symposium represent legal/political, corporate, military, and academic perspectives and will present their own views on, and experiences with, affirmative action.

*Co-Chairs*
Joan D. Mahoney, Montclair State U.
Eileen Kaplan, Montclair State U.

Panel
John A. Simonetti, British Petroleum America, Inc.
Gail Heriot, U. of San Diego
Richard E. Floyd, U. S. Navy

A CEO’s View of What Matters Most

LensCrafters, a subsidiary of Italy-based Luxottica, specialize in eyewear and examinations. The corporation’s sales in 1997 were $1.027 billion. LensCrafters has come to focus on service to society as a central corporate value. Mr. David M. Browne, CEO of LensCrafters, will discuss what his experience at LensCrafters suggests about practicing, teaching, and thinking about management.

*Chair*
David P. McCaffrey, State U. of New York, Albany

*Discussants*
Laurie N. DiPadova, U. of Utah
Jeffrey Lenn, George Washington U.
James E. Post, Boston U.

Management: Using Your Head and Heart

David M. Browne, LensCrafters
What Is Important in the Academic Life? A Vision From Players in the End Game

This symposium addresses the theme, ‘What Matters Most’, from the perspective of successful academics who have gone through deep transitions, causing them to seriously reevaluate their professional role. Speakers will discuss precipitating events and facilitating circumstances that started their process of transition, and their satisfaction with the change they experienced.

Co-Chairs
Robert E. Quinn, U. of Michigan
Lynda St. Clair, Bryant College

Discussant
Robert E. Quinn, U. of Michigan

The Rhythms of Academic Life: A Reassessment of What Matters Most
Peter J. Frost, U. of British Columbia

Impacting Practice With Our Theories
Jerry Porras, Stanford U.

Upon Leaving Academia
William Pasmore, Delta Consulting Group, Inc.

The Call of The Spirit: Coping With Reversals of Direction
Robert W. Backoff, Ohio State U.

What Matters Most in Management Scholarship: Nature, Community, Spirituality, and Character
What really matters most are the ways in which we create meaning in our lives and what we, as human beings living together, do to make our lives meaningful. Each speaker takes a different tack on this subject: nature, community, spirituality, and character.

Chair
James Weber, Duquesne U.

Discussant
R. Edward Freeman, U. of Virginia

Presenters
William C. Frederick, U. of Pittsburgh
Sandra Waddock, Boston College
Ian I. Mitroff, U. of Southern California
James Weber, Duquesne U.

What Matters Most: Powerful Theories, the Place of the Theorist, and the Place of Values in Theorizing

This session focuses on two main themes: Powerful theories, and the place of the theorist and values in theorizing. Powerful theories include those that create relevancy, provide coherent explanatory systems, or empower action. The presenters argue that personal relevancies, private passions, and public issues animate such theorizing.

Co-Chairs
Thelka Rura-Polley, U. of Technology, Sydney
Stewart Clegg, U. of Technology, Sydney

Discussants
Nicole Woolsey Biggart, U. of California, Davis
John M. Jermier, U. of South Florida

What Matters Most: Powerful Theories, the Place of the Theorist, and the Place of Values in Theorizing Powerful Theory
Kathleen M. Eisenhardt, Stanford U.

Theories Empowering for Action
Pasquale Gagliardi, Istituto Studi Direzionali

That’s Moving: Theories That Matter
Karl E. Weick, U. of Michigan

Why Compassion Counts
Peter J. Frost, U. of British Columbia
What Matters Most: Extending Conversations
This symposium aims at opening up conversations between academics with different geographic, linguistic, and cultural backgrounds. We review the role of the Handbook of Organization Studies and provide ideas for future initiatives by bringing together individuals from inside and outside the 'mainstream' to discuss their various experiences.

Co-Chairs
Cynthia Hardy, U. of Melbourne
Stewart Clegg, U. of Technology, Sydney

Conversations Around the Handbook of Organization Studies
Cynthia Hardy, U. of Melbourne
Stewart Clegg, U. of Technology, Sydney
Miguel P. Caldas, EAESP-FGV, São Paulo

What Matters Most: Conversing Across Cultural and Linguistic Borders
Jean-Francois Chanlat, HEC, Montreal

What Matters Most: Promoting Multilingual and Multicultural Conversations
Arndt Sorge, Tilburg U.

What Matters Most: Helping Locals Think Global
Barbara Parker, Seattle U.

What Matters Most: Making Local Realities Global
Eduardo Ibarra, U. Autónomia Metropolitana

Implementing What Matters Most: Multiple Stakeholders in Accommodating People With Disabilities at Work
Fuller inclusion of people with disabilities at work matters enough to citizens that the Americans with Disabilities Act (1990) changed fundamental rules by which organizations must deal with employees. Through a multiple-stakeholder perspective, we examine ADA-mandated accommodations as a rich prototype of how firms grapple with being vehicles of public policy.

Chair
David A. Harrison, U. of Texas, Arlington

Discussant
Richard J. Klimoski, George Mason U.

The Individual Perspective: Disability Disclosure and the Usefulness of Adjustments and Accommodations for Employees With Multiple Sclerosis
Mary E. McLaughlin, U. of Texas, Arlington
David A. Gray, U. of Texas, Arlington

The Workgroup Perspective: Coworker Responses to Group Member Accommodations
Adrienne Colella, Texas A&M U.

The Managerial Perspective: Supervisor Reactions to Formal and Informal Accommodation Requests
Anna T. Florey, U. of Texas, Arlington
David A. Harrison, U. of Texas, Arlington

The HR Professional’s Perspective: A Review of ADA Jurisprudence in Who Should Be Accommodated
Barbara A. Lee, Rutgers U.

The Social System Perspective: Community-Based Interventions Designed to Facilitate the Inclusion and Accommodation of People With Disabilities at Work
Dianna L. Stone, State U. of New York, Albany
Kevin J. Williams, State U. of New York, Albany
Kimberly Lukaszewski, State U. of New York, Albany
Melissa Feigelson, State U. of New York, Albany
SHOWCASE SYMPOSIA

8:30 am - 10:20 am
Westin
California B

**Psychological Contracts Are Local: International Perspectives on the Employment Relationship**

This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.

Showcase symposium sponsored by HR, IM & OB

Co-Chairs
Denise M. Rousseau, Carnegie Mellon U.
Rene Schalk, Tilburg U / Katholieke, Brabant

**Psychological Contracts in Singapore**
Ang Soon, Nanyang Technological U.
Meilin Tan, Nanyang Technological U.
Kok Yee Ng, Nanyang Technological U.

**Emerging Trends in Psychological Contracts: The View From Downunder**
Boris Kabanoff, Queensland U. of Technology
Nerina Jimmieson, Queensland U. of Technology
Malcom Lewis, Queensland U. of Technology

**The Role of the State in the Psychological Contracts of France**
Loic Cadin, ESC, Paris

**Economic Deregulation and Psychological Contracts: The New Zealand Experience**
Simon Peel, U. of Auckland
Kerr Inkson, U. of Auckland

**The Institutional Context for Psychological Contracts in Belgium**
Maddy Janssens, Katholieke U., Leuven
Bert Overlaet, Katholieke U., Leuven
Luc Sels, Katholieke U., Leuven
Inge Van den Brande, Katholieke U., Leuven


9:00 am - 10:20 am
Westin
Harbor A&B


This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.

Showcase symposium sponsored by CAR, GDO & HR

Chair
Paula M. Caligiuri, Rutgers U.

**How Do We Sensitize CEOs to the Corporate Climate Faced by Their Female Employees?**
Belle Rose Ragins, U. of Wisconsin, Milwaukee

**How Can We Convince Organizations to Utilize the Talents and Skills of Female Managers? And Will They Stay if We Do?**
Judy B. Rosener, U. of California, Irvine

**What Factors Continue to Predict the Disparity in Male/Female Careers and Salary Progression?**
Linda K. Stroh, Loyola U., Chicago

**Is Managing Cultural Diversity in the Workplace Possible?**
Ryan A. Smith, Rutgers U.

**What are the Diversity Challenges in Global Organizations? Can They Be Reconciled?**
Paula M. Caligiuri, Rutgers U.
Aparna Joshi, Rutgers U.
What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996

Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy’s recent history.

Showcase symposium sponsored by MH, PNS & TIM

Co-Chairs
Jane Whitney Gibson, Nova Southeastern U.
Richard M. Hodgetts, Florida International U.

Panel
Kathryn M. Bartol, U. of Maryland
Paul J. Gordon, Indiana U., Bloomington
John B. Miner, Georgia State U.
Richard T. Mowday, U. of Oregon
William H. Newman, Columbia U.

Europe 2000: The Impact of Traditions and Environmental Changes on Business Practice

This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.

Showcase symposium sponsored by MC, MED & ODC

Chair
Detelin S. Elenkov, FEEBRE

Managerial Implications of Cultural Differences: An International Comparative Study of Poland and Great Britain
Detelin S. Elenkov, FEEBRE

Differences and Similarities in Work Values: A Comparative Study of France, Germany, Greece, Russia, and Bulgaria
David A. Ralston, U. of Connecticut

Sailing the Stormy Seas: Lessons for Organizational Change From the Post-Communist Transformation in Central and Eastern Europe
Ivan M. Manev, U. of Maine
Tatiana S. Manolova, Boston U.

French Managerial and Organizational Cultures: Barriers to Economic Flexibility and Modernization
Isabelle Maignan, Florida State U.

Understanding ‘Dirty Work’: How Individuals Pursue Meaning in Stigmatized Occupations
Hughes (1958) defined ‘dirty work’ as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?

Showcase symposium sponsored by MOC, OB & OMT

Chair
Blake E. Ashforth, Arizona State U.

Discussant
Janice M. Beyer, U. of Texas, Austin

How Can You Do It?: Dirty Work and the Dilemma of Identity
Blake E. Ashforth, Arizona State U.
Glen E. Kreiner, Arizona State U.

Dirty Jobs and Artful Work: The Creation of Meaning in the Work of Hospital Cleaners
Amy Wrzesniewski, U. of Michigan
Jane Dutton, U. of Michigan

Variations on a Theme: The Dirty Work of Dirty Work
John Van Maanen, Massachusetts Institute of Technology

Commitment to a ‘Morally Tainted’ Occupation
Michael G. Pratt, U. of Illinois, Urbana-Champaign
What Matters Most: Religious Beliefs and the Workplace

From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.

Showcase symposium sponsored by HR, MH & SIM

Chair
Eileen P. Kelly, Ithaca College

Discussant
Gerald F. Cavanagh, U. of Detroit

Historical Perspectives on Religion and Work
Hugh C. Rowland, Ithaca College

The Historical Impact of Catholicism on Religion and Work
Patricia A. Lanier, U. of Southwestern Louisiana

Religious Discrimination in the Workplace: A Legal Perspective
Eileen P. Kelly, Ithaca College

Religious Beliefs as a Basis for Ethical Decision Making in the Workplace
Ken M. Bond, Humboldt State U.

Looking to the Future: How Advanced Technologies Are Reshaping Organizations

This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.

Showcase symposium sponsored by BPS, OCIS & TIM

Co-Chairs
Samuel M. DeMarie, U. of Nevada, Las Vegas
Anthony R. Hendrickson, Iowa State U.

Discussant
Hugh M. O’Neill, U. of North Carolina, Chapel Hill

The Effect of the Technological Revolution on Managing Strategically in Organizations
Michael A. Hitt, Texas A&M U.

Virtual Organizations in Education and Business
Gerardine DeSanctis, Duke U.

Technocentric Organization: Building and Rebuilding Organizations Around Electronic Infrastructures
Anthony M. Townsend, U. of Nevada, Las Vegas
Anthony R. Hendrickson, Iowa State U.
Samuel M. DeMarie, U. of Nevada, Las Vegas

Virtual Classrooms and Universities: Exploiting Advanced Technologies in the Educational Environment
Albert H. Segars, U. of North Carolina, Chapel Hill

Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research

Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.

Showcase symposium sponsored by ODC, OMT & RM

Co-Chairs
Amy Segal, Massachusetts Institute of Technology
Gail Whiteman, Queen’s U.

Discussants
Mary Jo Hatch, Cranfield U.
John Van Maanen, Massachusetts Institute of Technology

Drawing Out the Group: Using Drawing-Based Inquiry to Explore Group Life
David Barry, U. of Auckland

Rapidly Learning About Creative Expression: Research Lessons From the Sub-Arctic
Gail Whiteman, Queen’s U.
Expressive Writing: New Voices in Leadership
Kim Morouney, Wilfrid Laurier U.

Finding a Voice, Composing a Life: The Use of Creative Writing in Women’s Life Stories
Amy Segal, Massachusetts Institute of Technology

Joint Symposia

8:30 am - 10:20 am
Convention Center 15B

What Matters Most About Boards?: A Discussion With Researchers and Directors
Joint symposium sponsored by BPS & MOC
Co-Chairs
Daniel P. Forbes, New York U.
Violina P. Rindova, New York U.

Discussants
Dale E. Zand, New York U.
William D. Guth, New York U.
Robert B. McKersie, Massachusetts Institute of Technology

Understanding Boards of Directors as Decision Making Groups
Daniel P. Forbes, New York U.
Frances J. Milliken, New York U.

Views of the Top: Stakeholder Expectations From Corporate Boards
Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research
Violina P. Rindova, New York U.

Legitimacy at the Corporate Helm: Deinstitutionalization and Reinstitutionalization of the Role of Boards of Directors
Eugenio Marchese, Cornell U.

Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?
Joint symposium sponsored by BPS, IM & TIM
Chair
Nicholas Athanassiou, Northeastern U.

Sharing Knowledge: Coping With Tacitness and Context-Dependency
Jose F. P. Santos, Catholic U. of Porto / INSEAD

Recontextualization, Internationalization, and Organizational Knowledge Transfer
Mary Yoko Brannen, U. of Michigan

Toshiba and the Transfer of Photocopier Technology and Know-How Across Borders
W. Mark Fruin, U. of Michigan

Tacit Knowledge Management Strategies in International Technology Transfers: A Multicase Study of MNE Expansions
David N. McArthur, U. of South Carolina

The Multinational Corporation’s Internalization Strategy, Tacit Knowledge Dimensions of the Top-Management-Team Character, and International Performance
Nicholas Athanassiou, Northeastern U.
8:30 am - 10:20 am  
**Convention Center**

**GLOBE--A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings**

*Joint symposium sponsored by IM, OB & OMT*

*Co-Chairs*
Marcus W. Dickson, Wayne State U.
Robert J. House, U. of Pennsylvania

*Discussant*
Simcha Ronen, Tel Aviv U.

*Questionnaire Scale Development and Methodological Issues in GLOBE*
Peter W. Dorfman, New Mexico State

*Unobtrusive Measures and Participant Observation Measures in GLOBE*
Robert J. House, U. of Pennsylvania
Vipin Gupta, U. of Pennsylvania
S. Antonio Ruiz-Quintanilla, Cornell U.

GLOBE's Initial Findings: Surprises and Confirmations
Robert J. House, U. of Pennsylvania

GLOBE Research in India: An Example of Within-Country Analyses
Jagdeep Chhokar, U. of New Orleans

GLOBE Data at the Organizational Level of Analysis: Universality and Variation in Organizationally-Shared Cognitive Prototypes of Effective Leadership
Marcus W. Dickson, Wayne State U.

9:00 am - 10:20 am  
**Marriott North**

**Measurement Challenges for Job Stress Researchers**

*Joint symposium sponsored by OB & RM*

*Co-Chairs*
Debra L. Nelson, Oklahoma State U.
Bret L. Simmons, Oklahoma State U.

*Discussants*
James Campbell Quick, U. of Texas, Arlington
Rabi S. Bhagat, U. of Memphis

Methodological Issues in Cross-Cultural and Cross-National Job Stress Research
Paul E. Spector, U. of South Florida
Juan I. Sanchez, Florida International U.
Cary L. Cooper, U. of Manchester

Nomothetic and Idiographic Measurement of Stress at Work
Arie Shirom, Tel Aviv U.

Measurement of Stressors and Strains
Daniel C. Ganster, U. of Arkansas
Michelle K. Duffy, U. of Arkansas

Stress and Coping Measurement and Interventions in the Workplace
Richard Rahe, U. of Nevada
Tracy Veach, U. of Nevada

9:00 am - 10:20 am  
**Westin**

**Opening the Black Box of Organizational Demography: Current Research Advances**

*Joint symposium sponsored by GDO, HR & ODC*

*Chair*
Ellen Ernst Kossek, Michigan State U.

*Discussants*
Barbara S. Lawrence, U. of California, Los Angeles
Anne S. Tsui, Hong Kong U. of Science and Technology

The Implications of Changing Group Demography for Diversity Climate: Does Consensus Make a Difference?
Ellen Ernst Kossek, Michigan State U.
Karen S. Markel, Michigan State U.
Patrick P. McHugh, George Washington U.

9:00 am - 10:20 am  
**Marriott South**

**Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing**

*Joint symposium sponsored by ODC, ONE & SIM*

*Playwright*
Steven S. Taylor, Boston College

*Discussant*
John A. Seeger, Bentley College

*Actors*
W. E. Douglas Creed, Boston College
Erica Foldy, Boston College
Jenny W. Rudolph, Boston College
Steven S. Taylor, Boston College
William R. Torbert, Boston College
Race Relations, Gender Relations, and the Nature of Work
Robin J. Ely, Columbia U.
David A. Thomas, Harvard U.

Relational Demography: A Theoretical and Methodological Critique
Christine M. Riordan, U. of Georgia

Congruence in Supervisor-Subordinate Relationships: Beyond Relational Demography
Joel Lefkowitz, City U. of New York
Kristine Howard, City U. of New York
Joan P. Lawrence, City U. of New York
Vasiliki Nicolopoulous, City U. of New York

9:00 am - 10:20 am
An Eye for an Eye, or Turn the Westin Other Cheek: Revenge and California C Forgiveness in Organizations
Joint symposium sponsored by CM, OB & SIM

Co-Chairs
Steven L. Grover, Georgia State U.
Karl Aquino, Georgia State U.

Getting Even or Granting Mercy? The Similarities and Dissimilarities Between Revenge and Forgiveness
Thomas M. Tripp, Washington State U., Vancouver
Robert J. Bies, Georgetown U.

Psychological Interventions on Forgiveness: A Review
Majan Waltman, U. of Wisconsin
Robert Enright, U. of Wisconsin

Forgiveness and Revenge: An Analysis of Secondary and Tertiary Factors’ Influence on Victim Behavior
Murray Bradfield, Georgia State U.

Anger and the Desire to Punish as Antecedents of Bystander Intervention
Lynn Bowes-Sperry, James Madison U.

10:40 am - 12:00 pm
Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances
Joint symposium sponsored by IM, OB & OMT

Chair
Paul M. Olk, U. of California, Irvine

Discussant
Walter W. Powell, U. of Arizona

Adjuvant or Catalyst? Unpacking Interorganizational and Interpersonal Trust in Biotechnology Alliances
Akbar Zaheer, U. of Minnesota
Shawn Lofstrom, U. of Minnesota
Varghese George, Rutgers U.

What Matters at the Individual Level in Strategic Alliances—The Role of Social Identities
Jane E. Salk, ESSEC
Oded Shenkar, Tel Aviv U. / Ohio State U.

Fractured Identity of Management Group Members and Performance of International Joint Ventures: Evidence From China
Jiatao Li, Hong Kong U. of Science and Technology
Katherine Xin, Hong Kong U. of Science and Technology / U. of Southern California
Madan M. Pillutla, Hong Kong U. of Science and Technology

Interpersonal Exchanges in International Strategic Alliances: Cross-Cultural Interactions and Contextual Factors
P. Christopher Earley, Indiana U., Bloomington
Paul M. Olk, U. of California, Irvine
The Resource-Based View and Transnational Technology Management
Joint symposium sponsored by BPS, IM & TIM

Chair
Falguni Sen, Fordham U.

Discussant
David Mowery, U. of California, Berkeley

Exploitation in Foreign Environments: An Investigation Into Foreign Direct Investment in R&D by Multinationals
Walter Kuemmerle, Harvard U.

The Effect of Core Competence Building on Firm Performance in a Global, High-Technology Industry
Geert Duysters, U. of Maastricht John Hagedoorn, U. of Maastricht

Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

Resource-Based Strategy and Managerial Power in Networks of Internationally Dispersed Technology Units
John W. Medcof, McMaster U.

Organizational Learning and the Compressed Experience of the Japanese Multinational Enterprise in Overseas Subsidiary R&D
David T. Methe, Kobe U. Hideki Yoshihara, Kobe U.

Feedback-Seeking Behavior and the Impact of Culture: Tendency to Engage, Strategy Type, and Preferred Source Choice in Latin America
Mary F. Sully de Luque, U. of Nebraska Steven M. Sommer, U. of Nebraska

Individualism-Collectivism, Other-Oriented Values, and Feedback-Seeking: Effects on Individual Satisfaction and Performance in Groups
Kristi M. Lewis, Oregon State U.

The Influence of Cross-Cultural Factors on Information Seeking Activities
Joint symposium sponsored by IM & OB

Co-Chairs
Mary F. Sully de Luque, U. of Nebraska Steven M. Sommer, U. of Nebraska

Discussant
Susan J. Ashford, U. of Michigan

Cultural Differences in Newcomer Information Seeking: A Comparison of the U.S. and Hong Kong
Elizabeth Wolfe Morrison, New York U. Ya-Ru Chen, New York U.

The Transformation of Health Care Systems: Emergent Organizational Forms and Processes
Joint symposium sponsored by HCM & ODC

Co-Chairs
David M. Brock, U. of Auckland Michael J. Powell, U. of Auckland

A Taxonomy of Health Networks and Systems: Bringing Order Out of Chaos
Gloria J. Bazzoli, Northwestern U. Stephen M. Shortell, Northwestern U. Nicole L. Dubbs, Northwestern U. Cheeling Chan, APACHE Medical Systems

Peter Kralovec, American Hospital Assoc
The Dynamics of Teaching Hospital Mergers
Jean-Louis Denis, U. of Montreal
Lise Lamotche, U. Laval
Ann Langley, U. du Québec à Montréal

The Bounding of Empowerment
Thomas G. Rundall, U. of California, Berkeley

Transforming a Health Care System: Alberta’s Experience With Managing Change for Community Gain
Ann L. Casebeer, U. of Calgary

The Diffusion of Technological and Organizational Innovations and Their Impact on Clinical Practice and Health Care Delivery Systems
Ewan B. Ferlie, U. of London
Louise Fitzgerald, U. of Warwick

Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes
Joint symposium sponsored by GDO, OB & RM

Chair
Lehman Benson III, U. of Arizona

Using Long Scenarios Based on an Actual Court Case to Study Sexual Harassment Decisions
Barbara A. Gutek, U. of Arizona
Maureen O’Connor, City U. of New York
Renée Melançon, U. of Arizona
Tracy Geer, U. of Arizona

Creating a Videotrial for Use in Research on Sexual Harassment Decisions
Maureen O’Connor, City U. of New York
Renée Melançon, U. of Arizona
Margaret S. Stockdale, Southern Illinois U., Carbondale

Using Long Scenarios and Photographs to Explore Sexual Harassment Beliefs and ‘Irrelevant’ Method Factors
Margaret S. Stockdale, Southern Illinois U., Carbondale
Michelle Wood, Southern Illinois U., Carbondale

What Matters Most: Rethinking Formalization and Innovation
Joint symposium sponsored by OMT & TIM

Chair
Wynand E. J. Bodewes, Erasmus U., Rotterdam

Discussant
W. Richard Scott, Stanford U.

The Future of Innovation
Paul S. Adler, U. of Southern California

Codified Routines and Innovation: An Evolutionary Perspective
Wynand E. J. Bodewes, Erasmus U., Rotterdam

Standard Operation Procedures and Organizational Learning
Nikolaus Beck, U. of Mannheim
Alfred Kieser, U. of Mannheim
Peter Walgenbach, U. of Mannheim

Balancing Seemingly Antithetical Process Management Approaches: Rediscovering Formalization’s Role in Effective Innovation
Larry D. Browning, U. of Texas, Austin
Sim S. Sitkin, Duke U.
Kathleen M. Sutcliffe, U. of Michigan
Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads

Joint symposium sponsored by HR & OB

Chair
Jerald Greenberg, Ohio State U.

Discussant
Jerald Greenberg, Ohio State U.

Organizational Justice and Fairness-as-Accountability
Robert G. Folger, Tulane U.

Ethnic Diversity and the Viability of Organizations: The Role of Procedural Justice in Bridging Differences
Tom Tyler, New York U.
Yuen J. Huo, U. of California, Los Angeles

Interactional (In)Justice: The Sacred and the Profane
Robert J. Bies, Georgetown U.

Fairness Heuristic Theory
E. Allan Lind, Duke U.

Moderating Influences on Elements of Procedural Justice
Joel Brockner, Columbia U.
Grant Ackerman, Columbia U.

Job Loss, Coping, and Reemployment

Joint symposium sponsored by CAR & OB

Chair
James D. Westaby, New York U.

Discussant
Carrie R. Leana, U. of Pittsburgh

A Longitudinal Assessment of Relationships Among Coping Resources, Coping Strategies, Subjective Well Being, and the Quality of Reemployment
Angelo J. Kinicki, Arizona State U.
Frances M. McKee-Ryan, Arizona State U.
Gregory E. Prussia, Seattle U.

Modeling Competitive Dynamics

Joint symposium sponsored by BPS & OMT

Chair
Olav Sorenson, U. of Chicago

Discussant
Jesper Sorensen, U. of Chicago

Rethinking Age Dependence in Organizational Mortality: Logical Formalizations
Michael T. Hannan, Stanford U.

The Structuring of Organizational Populations
David N. Barron, Oxford U.

Olav Sorenson, U. of Chicago

How Regulation and Globalization Affected Organizational Legitimation and Competition Among Commercial Banks in Singapore, 1840-1994
Glenn R. Carroll, U. of California, Berkeley
Albert C. Teo, National U. of Singapore

The Evolution of Global Competition in the Hard Disk Drive Industry
William P. Barnett, Stanford U.

Advancements in Measuring Technological Change

Joint symposium sponsored by BPS & TIM

Chair
Susan K. McEvily, U. of Pittsburgh

Discussants
Linda K. Argote, Carnegie Mellon U. / U. of Minnesota
Kingshuk K. Sinha, U. of Minnesota
How New is New? Toward a Framework to Measure Changes in Technology  
Shobha S. Das, Nanyang Technological U.

Firm Capabilities and Technological Change in the Commercial Laser Industry  
Sally Sleeper, Carnegie Mellon U.

Measuring Three Attributes of Technological Capabilities: Complexity, Specificity, and Tacitness  
Susan K. McEvily, U. of Pittsburgh

Comparing Two Methods of Assessing the Radicalness of an Innovation  
Kristina Dahlin, Carnegie Mellon U.

Measuring Three Attributes of Technological Capabilities: Complexity, Specificity, Tacitness  
Margaret R. Taylor, Carnegie Mellon U.

Sensemaking in Complex Cultures  
Joint symposium sponsored by IM & OB  
Chair  
Mark E. Mendenhall, U. of Tennessee, Chattanooga

Discussants  
Mark E. Mendenhall, U. of Tennessee, Chattanooga  
Geert Hofstede, U. of Maastricht / Tilburg U.

Learning Culture: An Integrated Framework for Cultural Analysis  
Margaret E. Phillips, Pepperdine U.  
Nakiye A. Boyacigiller, San Jose State U.

Making Sense of Culture: A Multiple Cultures Perspective  
Sonja A. Sackmann, U. of Munich  
Margaret E. Phillips, Pepperdine U.

Reexamining Values: Toward a Framework for Understanding the Impact of Culture on Organizational Behavior  
Jennifer Roney, Southern Methodist U.

A Model for Making Sense of Cultural Paradoxes  
Joyce S. Osland, U. of Portland  
Allan Bird, California Polytechnic State U.

Organizing as if Creativity Really Mattered  
Joint symposium sponsored by ODC & OMT  
Co-Chairs  
Ronald E. Purser, San Francisco State U.  
Alfonso Montuori, California Institute of Integral Studies

Discussant  
Connie Marie Gaglio, San Francisco State U.

Barriers to Organizational Creativity  
Richard W. Woodman, Texas A&M U.

The Relationship Between Work Environment and Creativity  
Teresa M. Amabile, Harvard U.

Social Interactions and Creativity  
Magoroh Maruyama, Aomori U.

Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict  
Joint symposium sponsored by MOC, OMT & PNS  
Co-Chairs  
Elaine V. Backman, Harvard U.  
Julia Sass Rubin, Harvard U.

Discussant  
Robert R. Alford, City U. of New York

Good Works, Incorporated: The Effects of Corporate Structure on Organizational Change  
Elaine V. Backman, Harvard U.

Community Development Venture Capital: The Conflict of Capitalism and Democracy  
Julia Sass Rubin, Harvard U.

The Effects of Contradictory Institutional Logics on Organizational Identity: Faith-Based Human Services in an Era of Transformation  
Melissa M. Stone, U. of Minnesota

Organizational Trust in Family Businesses: An Institutionalist Perspective  
L. Kacie LaChapelle, Family Business Dynamics

Louis B. Barnes, Harvard U.
Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational Consultation
Joint symposium sponsored by ODC, MC & RM

Chair
David M. Boje, New Mexico State U.

Reflections on Three Epistemological Perspectives in Organizational Theory
John T. Luhman, New Mexico State U.

Postmodern Narrativism: Implications for Organizational Change Theory, Practice, and Research
David M. Boje, New Mexico State U.

Culture, Narrative, and the Politics of Discourse
Kaylynn S. TwoTrees, Earthtime Ranch

Setting the Stage: The Oral and Literary Traditions
Robert Dennehy, Pace U.

Restoring and the Case of the Sci-Fi Organization
Grace Ann Rosile, New Mexico State U.

Educational and Organizational Change Through Distance Learning: DELIVERING What Matters Most for the U.S. Postal Service and Benedictine University
Joint symposium sponsored by MED & ODC

Chair
Therese F. Yaeger, Benedictine U.

Panel
Carol Garvey, U. S. Postal Service
E. Gay Schroff, U. S. Postal Service
Peter F. Sorensen, Jr., Benedictine U.

Assessing the Impact of Trust: Divergent Approaches, Converging Understandings
Joint symposium sponsored by MOC & OB

Co-Chairs
Janet M. Dukerich, U. of Texas, Austin
Roderick M. Kramer, Stanford U.

Discussant
Roderick M. Kramer, Stanford U.

When to Trust, When to Measure: Capturing the Dynamic Nature of Interpersonal Trust
Tony P. Ammeter, U. of Texas, Austin

Trust in Global Virtual Teams: Questioning the Current Directions in the Studies of Trust
Sirikka L. Jarvenpaa, U. of Texas, Austin

Synergies of Trust and Distrust in Teams
Roy J. Lewicki, Ohio State U.
Daniel J. McAllister, Georgetown U.

Identifying International Assignees at Risk for Premature Departure: The Role of Trust
Phyllis Anne Siegel, Rutgers U.
Ron Garonzik, Hay-McBer
Joel Brockner, Columbia U.

How Much Diversity Can a Team Take? A Cognitive Approach
Joint symposium sponsored by MOC, OB & ODC

Chair
Suzanne C. de Janasz, U. of Southern California / James Madison U.

Discussants
Pamela S. Barr, Georgia State U.
Kenneth R. Brousseau, Decision Dynamics Group
Kumar Chittipeddi, Bryant College

How Do MBA Students React to an Intentional Team Diversity Approach?
Kelly Anne Mollica, Wake Forest U.

More Than Meets the Eye: Going Beyond National Culture to Individual Cultural Values in Exploring Team Dynamics
Joy Karen Turnheim, New York U.

The Knowledgeable Board: Cognitive Diversity and Board Effectiveness
Violina P. Rindova, New York U.

Moving Beyond Demographic Explanations: The Role of Cognitive Attributes in Team Functioning
Suzanne C. de Janasz, U. of Southern California / James Madison U.
Michael J. Driver, U. of Southern California
Nandini Rajagopalan, U. of Southern California
2:30 pm - 3:50 pm
Westin
California C

Bringing the ‘Social’ Back in: Network Perspectives on Organizational Cognition
Joint symposium sponsored by MOC, OB & OMT

Chair
Juan-Carlos Pastor, U. of Western Ontario

Discussants
Daniel J. Brass, Pennsylvania State U.
David Krackhardt, Carnegie Mellon U.

Cognition in Context: Network and Social Identity Effects on Workplace Perceptions
Ajay Mehra, Pennsylvania State U.
Dennis A. Gioia, Pennsylvania State U.
Giuseppe Labianca, Pennsylvania State U.

A Social Network Analysis of Mental Representations of Leadership
Juan-Carlos Pastor, U. of Western Ontario
James R. Meindl, State U. of New York, Buffalo

Networks, Knowledge, and Strategic Choice: The Role of Social Expertise
Gregory Janicik, U. of Chicago

Alliances and Networks
Joint symposium sponsored by BPS & OMT

Chair
Ranjay Gulati, Northwestern U.

Discussant
Mark S. Mizruchi, U. of Michigan

Different Paths for Different Practices: Profitability, Legitimacy, and Network Influence
Pamela R. Haunschild, Stanford U.

Interorganizational Relations and Elite Sponsorship: Networks of Control or Mobilization?
Walter W. Powell, U. of Arizona

Interorganizational Endorsements and the Performance of Entrepreneurial Ventures
Toby E. Stuart, U. of Chicago

Alliances and Networks
Ranjay Gulati, Northwestern U.

4:10 pm - 5:30 pm
Convention Center 16A

The Dynamics of Long-Term Competitive Advantage: A Comparison of the Chemical Industries in the U.S., Britain, Germany, and Japan since 1850
Joint symposium sponsored by BPS & TIM

Chair
Johann Peter Murmann, Northwestern U.

Discussant
Bruce Kogut, U. of Pennsylvania

An Overview of the Performance of the Chemical Industries in U.S., Britain, Germany, and Japan Since 1850
Johann Peter Murmann, Northwestern U.

The Puzzle of the Japanese Chemical Industry
Takashi Hikino, Harvard U.
Tsutomu Harada, Kobe U.
Yoshio Tokuhisa, Mitsubishi Petrochemicals
James Yoshida, Toho Carbon Fibers

Chemicals: A U.S. Success Story
Ashish Arora, Carnegie Mellon U.
Nathan Rosenberg, Stanford U.

Evolution of Industry Structure in the Chemical Industry
Ashish Arora, Carnegie Mellon U.
Alfonso Gambardella, U. of Urbino

The Evolution of Corporate Capability, and Corporate Strategy and Structure, Within the World’s Largest Chemical Firms: The Twentieth Century in Perspective
Alfred Chandler, Harvard U.
Takashi Hikino, Harvard U.
David Mowery, U. of California, Berkeley

The Process of Innovation in the Chemical Industry
Ralph Landau, Stanford U.

4:10 pm - 5:30 pm
Convention Center 15B

Alliances and Networks
Joint symposium sponsored by BPS & OMT

Chair
Ranjay Gulati, Northwestern U.

Discussant
Mark S. Mizruchi, U. of Michigan

Different Paths for Different Practices: Profitability, Legitimacy, and Network Influence
Pamela R. Haunschild, Stanford U.

Interorganizational Relations and Elite Sponsorship: Networks of Control or Mobilization?
Walter W. Powell, U. of Arizona

Interorganizational Endorsements and the Performance of Entrepreneurial Ventures
Toby E. Stuart, U. of Chicago

Alliances and Networks
Ranjay Gulati, Northwestern U.
Toward Eco-Humanism

Joint symposium sponsored by GDO, ONE & SIM

Co-Chairs
W. Edward Stead, East Tennessee State U.
Jean Garner Stead, East Tennessee State U.

Tensegrity: A Universal Organizing Principle Linking ‘Eco’ and ‘Humanism’
Ann E. Feyerherm, Pepperdine U.

Eco-Humanism: The Final Environmental Frontier?
Mark Starik, George Washington U.

Spirituality and Eco-Humanism
Carolyn P. Egri, Simon Fraser U.

Experiences, Values, and Worldview: Perspectives That Inform Research and Education in Environmental Management
Nigel John Roome, Tilburg U.

Friendship in Organizations: How and Why It Matters

Joint symposium sponsored by OB, ODC & OMT

Co-Chairs
Sandy Kristin Piderit, U. of Michigan
Markus Vodosek, U. of Michigan

Discussant
David Krackhardt, Carnegie Mellon U.

On the Linkages Between Management, Communication, Research, and Personal Relationships—But Not Necessarily in That Order
Steve Duck, U. of Iowa

The Dual Role of Friendship in Fostering Cooperation and Building Power
Deborah E. Gibbons, Georgia State U.

United We Stand: Embedding Attitudes Toward Change in Social Relationships
Sandy Kristin Piderit, U. of Michigan

New Directions in Work-Family Research: Advances and Paradoxes

Joint symposium sponsored by CAR, GDO & OB

Chair
Ellen Ernst Kossek, Michigan State U.

Discussants
Barbara A. Gutek, U. of Arizona
Barney Olmsted, New Ways to Work

Elder and Child Caregiving Domain Choices: Differential Work and Family Processes and Outcomes
Ellen Ernst Kossek, Michigan State U.
Jason Alan Colquitt, Michigan State U.
Raymond A. Noe, Michigan State U.

Flexible Work Arrangements: A Paradoxical Alternative
Marcia Kropf, Catalyst, Inc.
Sharon A. Lobel, Seattle U.

Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment

Joint symposium sponsored by MC, MED & ODC

Chair
Peter F. Sorensen, Jr., Benedictine U.

Panel
David L. Cooperrider, Case Western Reserve U.
Robert T. Golembiewski, U. of Georgia
Thomas C. Head, Tennessee State U.
James Ludema, Case Western Reserve U. / Benedictine U.
Joanne C. Preston, Pepperdine U.
Linda Sharkey, Paine-Webber, Inc. / Benedictine U.
Dale Spartz, Riverside Health System
Therese F. Yaeger, Benedictine U.
Disturbing Concepts: The Myths, Realities, and Research Implications of Telecommuting
Christena Nippert-Eng, Illinois Institute of Technology

Making Work-Family Research in Management More Inclusive: A Life Balance Perspective
Teresa J. Rothausen, Texas A&M U.

4:10 pm - 5:30 pm
Westin California C

Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship
Joint symposium sponsored by CAR, CM & OB
Chair
Courtney Shelton Hunt, U. of Delaware
Discussant
Lynne M. Andersson, Saint Joseph’s U.

Before and After Downsizing: Employee Concerns and Company Responses
Donald E. Conlon, Michigan State U.
Debra L. Shapiro, U. of North Carolina, Chapel Hill

Justice Perceptions as Mediators of Structural Changes and Employee Attitudes and Behaviors
Mary C. Kernan, U. of Delaware

Job Insecurity Among White-Collar Professionals: Is it Just an Issue for Restructuring Organizations?
James E. King, Samford U.

Working on the Periphery: Developing a Measure of Perceptions of Marginalization
Tracey Honeycutt Sigler, Western Washington U.
Courtney Shelton Hunt, U. of Delaware

Managing Crisis Situations
9:00 am - 10:20 am
Convention Center 17B

Papers from MOC & OMT
Facilitator
William H. Starbuck, New York U.

Conference Proceedings Paper Winner of MOC Division Best Paper Award
Learning From a Brush With Danger: Evidence That Pilots’ Learning From a ‘Near Accident’ is Enabled by Counterfactual Thinking and Hindered by Organizational Accountability
Michael W. Morris, Stanford U.
Paul C. Moore, Stanford U.
Michal Tamuz, U. of Texas, Houston
Rick Tarrell, San Jose State U.

Narcissism in the Death Zone: Everest, Disaster, and Self-Centered Organization
Michael B. Elmes, Worcester Polytechnic Institute
David Barry, U. of Auckland

Reducing the Murkiness in Definitions of Organizational Crisis
Sarah Kovoor-Misra, U. of Colorado, Denver
Judith A. Clair, Boston College
Kenneth L. Bettenhausen, U. of Colorado, Denver

Reconceptualizing Organizational Errors
Rangaraj Ramanujam, Carnegie Mellon U.
Paul S. Goodman, Carnegie Mellon U.
Jobs and Careers in Virtual Organizations

Papers from CAR, HR & OMT

Facilitator
Michael B. Arthur, Suffolk U.

Don’t You Fence Me In, I Can Do It Myself: Perceptions of Portfolio Working and the Boundaryless Career
Laurie Cohen, Sheffield Hallam U.
Mary Mallon, Sheffield Hallam U.

The Effects of Variable Work Arrangements on the Organizational Commitment of Contingent Workers
Melissa W. Barringer, U. of Massachusetts, Amherst
Michael C. Sturman, Louisiana State U.

Boundaryless Organizations and Boundaryless Careers: A New Market for High-Skilled Temporary Work
Janet H. Marler, Cornell U.
George T. Milkovich, Cornell U.
Melissa W. Barringer, U. of Massachusetts, Amherst

The Virtual Organization: Defining a Weberian Ideal Type From an Interorganizational Perspective
Eva C. Fuehrer, U. of Queensland / Karl Franzens U., Graz
Neal M. Ashkanasy, U. of Queensland

Firm Regulation and Adaptation

Papers from ONE, PNS & SIM

Facilitator
Stephanie Lenway, U. of Minnesota

Do Environmental Regulations Retard Productivity? Evidence From U.S. Electric Utilities
Sumit Kumar Majumdar, U. of Michigan
Alfred Allen Marcus, U. of Minnesota

Creating a Competitive Advantage at the Government-Firm Interface
Kira Kristal Reed, U. of Connecticut

Top Managers and Regulatory Change: A Test of Three Models of Adaptation and Performance
Michael V. Russo, U. of Oregon
Frank C. Schultz, U. of Minnesota

The Theory of Economic Regulation and Political Competition Within Industries
Eugene Salorio, City U. of New York

Management Discourse

Papers from GDO, OMT & RM

Facilitator
Walter R. Nord, U. of South Florida

Reviewing Social Constructions: Feminism, Postmodernism, and the Gendering of Task and Process
Erica Foldy, Boston College

A Structurational View of Organizational Discourses
John Hendry, U. of Cambridge
Loizos Heracleous, National U. of Singapore

Triangulation in Post-Positivist Research: A Review
Julie R. Wolfram Cox, Monash U., Caulfield

Taking the Linguistic Turn in Organizational Research
Mats Alvesson, Lund U.
Dan Kärreman, Göteborg U.

Prejudice in the Workplace

Papers from CM, GDO, HR & OB

Facilitator
Joanne Martin, Stanford U.

Demographics in Service Encounters: Effects of Racial and Gender Congruence on Perceived Fairness
Carol T. Kulik, Arizona State U.
Robert L. Holbrook, U. of Central Arkansas

From Inequality to Pluriformity: Thinking About Gender, Work, and Organization in the Netherlands
Yvonne Benschop, U. of Nijmegen
Margo Brouns, U. of Twente
Jeanne De Bruijn, Free U., Amsterdam
Making the Connection Between Formal Diversity Practices and Organizational Effectiveness: A Combined Universalistic/Contingency Interpretation
Orlando Curtae’ Richard, Louisiana Tech U.
Nancy Brown Johnson, U. of Kentucky

Prejudice Matters: Satisfaction With Promotional Opportunities as a Function of the Perceived Implementation of Policies to Advance Blacks
Erika L. Hayes, Tulane U.
Jorg Dietz, Tulane U.
Arthur P. Brief, Tulane U.
Robin Reizenstein, Assessment Solutions, Inc.

HRM Practices in Different Countries
Papers from HR, IM & PNS
Facilitator
John W. Slocum, Southern Methodist U.
U.S. Multinational Corporations and Their Human Resource Management Systems
Peter Feuille, U. of Illinois, Urbana-Champaign
John J. Lawler, U. of Illinois, Urbana-Champaign
Shyh-jer Chen, National Sun Yat-Sen U.
Jhongseok Bae, Hanyang U.

Conference Proceedings Paper
Managerial Networks and Firm Performance: A Micro-Macro Link in a Transitional Economy
Michael W. Peng, Ohio State U. / Chinese U. of Hong Kong

Cross-Cultural Affirmative Action
Sheri J. Bischoff, Brigham Young U.
The Incidence of Human Resource Problems and Policies Among Public and Private Enterprises in Russia
Raymond Russell, U. of California, Riverside

Organizational Downsizing
Papers from OB, ODC & OMT
Facilitator
Kim S. Cameron, Brigham Young U.
Downsizing and the Crossover of Burnout in Married Couples Employed by the Same Organization
Mina Westman, Tel Aviv U.
Dalia Etzion, Tel Aviv U.
Esti Danon, Tel Aviv U.
The Influence of Empowerment on Loyalty and Support in a Downsizing Environment
Brian P. Niehoff, Kansas State U.
Robert H. Moorman, West Virginia U.
Gerald L. Blakely, West Virginia U.
Jack Fuller, West Virginia U.
Downsizing Results: Performance Outcomes of Incremental Versus Revolutionary Approaches
Karen M. Byers, California State U., Fullerton
Corporate Downsizing: Effects of Implementation Strategies on Firm Performance
Robert D. Nixon, Tulane U.

Complex Self-Organizing Systems
Papers from BPS, MH & OMT
Facilitator
Ramond-Alain Thietart, U. of Paris, Dauphine
Infrastructural Strategies for Creating Global Competitive Advantage: A Complex Adaptive System Approach
Bhatt L. N. Vadlamani, U. of Massachusetts, Boston

Conference Proceedings Paper
The History of Herman Miller, Inc. and the Nature of Emergence: ‘Emergent all the Way Down’
Thomas J. Hench, U. of Wisconsin, La Crosse
Complex Rhetoric and Simple Games
Jeffrey Goldberg, Cranfield U.
Livia Markoczy, Cranfield U.
Self-Organized Change in Emerging Organizations: An Empirical Exploration
Benyamin M. Lichtenstein, Boston College
**Openness to Intellectual Diversity**

*Papers from CM, MOC, OB & OMT*

**Facilitator**

Jean M. Bartunek, Boston College

**Cooperative Goals and Constructive Controversy in Work Teams in China: Antecedents for Performance**

Dean Tjosvold, Lingnan College / Simon Fraser U.
Zhong-Ming Wang, Hangzhou U.

**The Effect of Cognitive Diversity on Processes and Outcomes of Strategic Decision-Making Teams**

Yvonne S. Smith, Biola U.
Ritch L. Sorenson, Texas Tech U.
Virgil O. Smith, Biola U.

**Organizational Error Management Climate: On Enhanced Organizational Error Handling Strategies**

Cathy Van Dyck, U. of Amsterdam
Michael Frese, U. of Amsterdam
Sabine Sonnentag, U. of Amsterdam

**Metatriangulation: A Multiparadigm Strategy for Theory Building**

Marianne W. Lewis, U. of Cincinnati
Andrew J. Grimes, U. of Kentucky

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**Cognitive Processes in Decision Making**

*Papers from BPS, MOC & RM*

**Facilitator**

Mark Jenkins, Cranfield U.

**Probing the Unobtrusive Link: Dominant Logic and the Design of Joint Ventures at General Electric**

Jamal Shamsie, New York U.
Joseph Lampel, St. Andrews U.

**An Empirical Study of Group Cognitive Style and Strategic Decision Making**

Nancy H. Leonard, U. of Evansville
Richard W. Scholl, U. of Rhode Island
Laura L. Beauvais, U. of Rhode Island

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**Organizational Learning**

*Papers from BPS, OMT & ONE*

**Facilitator**

George P. Huber, U. of Texas, Austin

**The Strategic Management of Organizational Learning**

Mary Crossan, U. of Western Ontario
Nick Bontis, U. of Western Ontario

**Situated Learning With Irreducible Ambiguity: An Analysis of Investigations Into Four Accidents in Two Chemical Plants**

Peter B. Cebon, U. of Melbourne

**Transactive Knowledge and Performance in the Retail Food Industry**

Diane Liang Rulke, U. of Minnesota
Srilata Zaheer, U. of Minnesota
Marc H. Anderson, U. of Minnesota

**Competence Acquisition in Retail Food: Efficient Consumer Response and Environmental Management**

Alfred Allen Marcus, U. of Minnesota
Brian Spielmann, U. of Minnesota

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**Processes of Institutionalization**

*Papers from OM, OMT & PNS*

**Facilitator**

Anne S. Miner, U. of Wisconsin, Madison

**The Performance of ISO 9000 as a Quality Improvement System: Empirical Evidence From the U.K.**

Christopher A. Voss, London Business School
Kathryn Lee Blackmon, London Business School

**A Stage Model of the Institutionalization Process**

Robert J. David, Cornell U.
Switchpersons on the Tracks of History: Situated Agency and Contested Legitimacy in the Diffusion of Domestic Partner Benefits
W. E. Douglas Creed, Boston College
Maureen Scully, Massachusetts Institute of Technology

Potential Misconduct in University-Industry Relationships: An Exploration of Possible Isomorphic Influences
Teresa Isabelle Daza Campbell, U. of Arizona
Sheila Slaughter, U. of Arizona

Learning to Do Mergers and Acquisitions
Papers from BPS, IM, MOC & OB
Facilitator
David Jemison, U. of Texas, Austin

Preserving and Transferring Knowledge-Based Resources During Post-Acquisition Implementation: A Study of High-Tech Acquisitions
Annette L. Ranft, West Virginia U.
Carl P. Zeithaml, U. of Virginia

Institutional Constraints and Opportunities: An Examination of Cross-Border and Domestic Acquisitions of European Manufacturing Firms (1985-1994)
J. Timothy Goines, Benedictine U.

A Merger as a Dialog Process Leading to Common Interorganizational Sensemaking
Frederic Leroy, ESCNA
Michel Claessens, ESCNA

The Influence of Prior Acquisition Performance on Subsequent Acquisition Likelihood
Jerayr Haleblian, U. of California, Riverside
Sydney Finkelstein, Dartmouth College

Workplace Violence, Fear, and Revenge
Papers from MC & OB
Facilitator
Judi McLean Parks, Washington U.

Violence at Work: The Role of the External Consultant
Lynne McClure, McClure Associates Management Consultants
William B. Werther, Jr., U. of Miami

Antecedents and Consequences of Work-Related Fear
Michael Clugston, New Mexico State U.

Conference Proceedings Paper
Winner of OB Division Best Paper Award
When Colleagues Become Violent: Employee Threats and Assaults as a Function of Societal Violence and Organizational Injustice
Robert G. Folger, Tulane U.
Sandra L. Robinson, U. of British Columbia
Jorg Dietz, Tulane U.
Judi McLean Parks, Washington U.
Robert A. Baron, Rensselaer Polytechnic Institute

How Employees Respond to Personal Offense: The Effects of Victim and Offender Status on Revenge and Forgiveness in the Workplace
Karl Aquino, Georgia State U.
Thomas M. Tripp, Washington State U., Vancouver
Effects of Interpersonal Trust
Papers from BPS, CM, OB & OMT
Facilitator
Philip Bromiley, U. of Minnesota

Trust Within the Organization: Integrating the Trust Literature With Agency Theory and Transaction Costs Economics
Manuel Becerra, Michigan State U. / U. of Maryland
Anil K. Gupta, U. of Maryland
Conference Proceedings Paper
Task Conflict and Relationship Conflict in Top Management Teams: The Pivotal Role of Intragroup Trust
Tony L. Simons, Cornell U.
Randall S. Peterson, Cornell U.
Conference Proceedings Paper
The Effects of Interpersonal Trust on Work Group Performance
Kurt T. Dirks, U. of Illinois, Urbana-Champaign

The Contexts of Trust: The Impact of Organizational Characteristics
Vincenzo Perrone, Bocconi U., Milan
Akbar Zaheer, U. of Minnesota
William McEvily, Carnegie Mellon U.

Impression Management
Papers from OB, OCIS & ODC
Facilitator
Mark J. Martinko, Florida State U.

Development of a Scale for Measuring Impression Management in Organizations
Mark C. Bolino, U. of South Carolina
William H. Turnley, Kansas State U.
Repeated Use of Impression Management Tactics: Do They Lose Their Power of Influence Over Time?
Denise Daniels, Seattle Pacific U.
Terence R. Mitchell, U. of Washington

Seeing More and Knowing Less: A Study of How Impressions Become More Biased Over Cognitively Taxing Media
Pamela J. Hinds, Hewlett-Packard Laboratories

The Empowerment Paradox
Steven H. Cady, Bowling Green State U.
Patricia M. Fandt, U. of Washington, Tacoma

Cooperation in Competition and Vice Versa
Papers from BPS, CM, HCM & OMT
Facilitator
C. Marlene Fiol, U. of Colorado, Denver

Competition Through Collaboration: Roles of Interorganizational Networks on Competitive Dynamics
Devi R. Gnyawali, Virginia Polytechnic Institute and State U.

Beyond Cooperation and Competition
Evert Van de Vliert, U. of Groningen

Competition and Medical Technology: Effects on Health Care Costs and Access to Care in Major U.S. Markets
Joel A. Ryman, U. of Tennessee, Knoxville
Gerald E. Fryxell, U. of Tennessee, Knoxville

Less Competition, More Coordination
Jar-Der Luo, Yuan-Ze U.
Fu Chang, Institute of Information Science, Academia Sinica
Kuang S. Yeh, National Sun Yat-Sen U.
INTERACTIVE PAPER SESSIONS

9:00 am - 10:20 am
Marriott South
Marina E

Business Policy & Strategy

Teaching the Elephant to Forget: Strategic Implications of Organizational Unlearning
Jay Kim, U. of Wisconsin, Madison
Todd Saxton, Indiana U., Bloomington

Chief Executive Scanning Foci, Environmental Dynamism, and Manufacturing Firm Performance
Vinay K. Garg, U. of Texas, Arlington
Richard L. Priem, Hong Kong U. of Science and Technology / U. of Texas, Arlington
Bruce A. Walters, Oklahoma City U.

Corporate Espionage: An Information Theory and Resource-Based Perspective
Sherry M. Burlingame, Old Dominion U.

Revisiting Chandler’s Fit-Performance Thesis: Questions Arising From a Time-Series Analysis of Chandler’s Firms
William Acar, Kent State U.
Robert J. Keating, U. of North Carolina, Wilmington
Kenneth E. Aupperle, U. of Akron
William W. Hall, U. of North Carolina, Wilmington
Richard A. Engdahl, U. of North Carolina, Wilmington

Management Education & Development

Action and Reaction in the Evolution of Business School Missions. A Double Null Solution
Chester C. Cotton, California State U., Chico
John F. McKenna, California State U., Chico
Stuart Van Auken, California State U., Chico
Matthew L. Meuter, Arizona State U.

Student Learning From an Enterprise Simulation
C. Gopinath, Suffolk U.
John E. Sawyer, U. of Delaware

Grading Class Participation: Listening for One Hand Clapping?
Nina D. Cole, Brock U.
Hugh P. Gunz, U. of Toronto

Organizational Communication Information Systems

The Impact of Computer-Mediated Communication on Work Group Dynamics and Effectiveness
James M. Wilkerson, Georgia Institute of Technology

How Virtual Teams Communicate While Producing Creative Work
Jill Nemiro, Claremont Graduate U. / California School of Professional Psychology

Author Perceptions of Editor Behaviors: Views of Scholars in the Field of Management
Marc D. Street, Florida State U.
Dennis P. Bozeman, U. of Houston
J. Michael Whitfield, Georgia College and State U.

Executive Search Firms and CEO Search
Rakesh Khurana, Harvard U.

The Compounded Agency Problem: An Empirical Investigation of Public-Private Partnerships
Jeff W. Trailer, Pennsylvania State U., Erie
Paula L. Rechner, U. of Houston
Robert C. Hill, U. of Houston

Who Can Play? What Are the Rules?: Institutional Perspectives on Interorganizational Conflict
Marvin Washington, Northwestern U.
Marc Ventresca, Northwestern U.

The Problems and Promises of Quality
Kim S. Cameron, Brigham Young U.
Michael P. Thompson, Brigham Young U.
**Business Policy & Strategy**

- **Managerial Commitments and the Resolution of Conflicts of Interest Among Stakeholders**  
  Donald N. Sull, London Business School

- **The Impact of Financial Condition on Competitive Behavior: Towards a Reconciliation of Competing Views**  
  Cormac Mac Fhionnlaoich, U. College, Dublin
  Walter J. Ferrier, U. of Kentucky  
  Ken G. Smith, U. of Maryland  
  Curtis M. Grimm, U. of Maryland

- **Intrastrategic Group Profiles and Performance: Differences Across Core, Periphery, and Fringe Segments**  
  Tamela D. Ferguson, Louisiana State U.  
  William L. Ferguson, U. of Southwestern Louisiana

- **The SCP Paradigm Revisited: An Economic and Cognitivist Perspective**  
  Ababacar Mbengue, U. of Reims / ESSEC

- **The Effect of Ownership on Strategic Pricing Decisions: The Special Case of the Cooperative**  
  Michael A. Boland, Kansas State U.  
  Jeffrey P. Katz, Kansas State U.

- **Conference Proceedings Paper**  
  **Strategic Balancing in Professional Service Firms: A Resource-Based View of Control and Coordination Mechanisms**  
  Lynn Perry Wooten, U. of Florida

- **When Does the Age of Data Really Matter? Notes on the Use of Older Data in Cross-Sectional Strategy Research**  
  James A. Robins, U. of California, Irvine

**Entrepreneurship**

- **The Influence of Environmental Dynamism on Small Firm Structure, Strategy, and Performance**  
  Michael B. Heeley, Georgia Institute of Technology  
  Morgan P. Miles, Georgia Southern U.  
  Jeffrey G. Covin, Georgia Institute of Technology

- **Employer Legitimacy and Recruitment Success in Small Businesses**  
  Ian O. Williamson, U. of North Carolina, Chapel Hill

**Conference Proceedings Paper**  
- **International Corporate Entrepreneurship and Firm Performance: The Moderating Effect of International Environmental Hostility**  
  Shaker A. Zahra, Georgia State U.  
  Dennis M. Garvis, Georgia State U.

**Organization & the Natural Environment**

- **Environmental Management—Fad or Form? Arguments From Fashion and Neo-Institutional Theory**  
  Charlotte Lex, Copenhagen Business School / U. of British Columbia  
  P. Devereaux Jennings, U. of British Columbia

- **Toward a Process Framework of Environmental Change**  
  Linda C. Angell, Pennsylvania State U.  
  Gordon P. Rands, Western Illinois U.

**Public & Nonprofit Sector**

- **Reducing Residential Water Demand During Drought: The Influence of Price and Non-Price Conservation Programs**  
  Leonardo Corral, United Nations Food and Agriculture Organization  
  Anthony C. Fisher, U. of California, Berkeley  
  Nile W. Hatch, U. of Illinois, Urbana-Champaign

- **Learning Disabilities for Regulators: The Perils of Organizational Learning in the Air Transportation Industry**  
  Michal Tamuz, U. of Texas, Houston

**Business Policy & Strategy**

- **Foreign Investment in Central and Eastern Europe: Outcomes of Privatization and Acquisition in Transitional Economies**  
  Klaus Uhlenbruck, California State U., San Marcos  
  Julio O. De Castro, U. of Colorado, Boulder  
  G. Dale Meyer, U. of Colorado, Boulder

- **Reconciling Mobility With ‘Mobility-Deterring Levels’ of Intangible Assets**  
  Anne Marie Knott, U. of Pennsylvania  
  David J. Bryce, U. of Pennsylvania
Who Competes With Whom? Delineating and Explaining Market Similarity in the International Hotel Industry
Vinitia E. Mathews, Drake U.
Alex Stewart, Texas Tech U.

Strategic Choices in a Dynamically Evolving Deregulatory Environment
Abdul Rauf Parker, Qatar Public Telecommunications Corporation (Q-Tel)

Gender and Diversity in Organizations
Deconstructing Harry—Men, Masculinity, and Organization: A Critical Review
Albert J. Mills, Saint Mary’s U.
David Wicks, Saint Mary’s U.

The Effects of Applicant Gender, Job Context, and Selection Decision on Reactions to Biodata: An Organizational Justice Perspective
Teri J. Elkins, U. of Houston
James S. Phillips, U. of Houston

Reproducing Gender Within a Hypermasculine Organization
Frank Joseph Barrett, U. S. Naval Postgraduate School

International Management
Conference Proceedings Paper
Upstream and Downstream Foreign Direct Investment and U.S. Manufacturing Productivity
Willbur Chung, New York U.

V. K. Narayanan, U. of Kansas
Krishnan Ramaya, U. of Missouri, Kansas City

Organization Development and Firm Performance: A Comparison of Multinational and Local Firms
Chung-Ming Lau, Chinese U. of Hong Kong
Hang-Yue Ngo, Chinese U. of Hong Kong

The Response Strategies of Dominant U.S. Firms to Japanese Challengers
Harold Donald Hopkins, Temple U.
Stephanie Hughes, Temple U.

Social Issues in Management
Are Personal Cultural Values and Ethical Beliefs Related? A Four-Country Study of Ecological Conservation, Bribery, Sex Discrimination, and Child Labor
Christopher John Robertson, James Madison U.
James J. Hoffman, Florida State U.

Assessment of SIM Teaching Effectiveness
David J. Fritzche, Pennsylvania State U., Great Valley

Institutional Shareholder Activism and Portfolio Performance: Are Traditional and Relationship Mechanisms Effective?
Michael J. Rubach, U. of Central Arkansas
Terrence C. Sebora, U. of Nebraska

Business Policy & Strategy
The Organization-Environment-Strategy-Performance (OESP) Model of the Strategy Process
Moshe Farjoun, Tel Aviv U.

Competitor Intelligence in Small and Mid-Sized Organizations
Joseph C. Picken, Southern Methodist U.

Do Firms Learn to Create Value?
Tarun Khanna, Harvard U.
Bharat N. Anand, Yale U.

Technological Groups, Dynamic Resourcefulness, and Strategic Efficiency
Regis Coeuereroy, Bank of France
Rodolph Durand, Emory U.

Management History
Changing Forms of Workplace Representation: Lessons From the United States Steel Corporation, 1933-1937
Raymond Louis Hogler, Colorado State U.

Unintended Consequences: History of A National Health Care Policy Issue
Paul L. Govekar, Nova Southeastern U.
Organization & Management Theory

Organizational Identity Construction and Stakeholder Identification: A Cross-Level, Integrative, Process Model
Susanne G. Scott, U. of Colorado, Colorado Springs
Vicki Lane, U. of Colorado, Denver

The Dynamics of Informal Network Evolution: An Exploratory Case Study From the Cellular Industry
Lori Rosenkopf, U. of Pennsylvania
Anca Turcanu, U. of Pennsylvania

Economic Performance, Strategic Position, and Vulnerability to Ecological Pressures Among U.S. Interstate Motor Carriers
Jackson A. Nickerson, Washington U.
Brian S. Silverman, U. of Toronto

Presenting Change to a Taken-For-Granted Structure
Margarete Arndt, Clark U.
Barbara Bigelow, Clark U.

Social Issues in Management

Amaeru and Ganbaru: Dependency, Enduring Effort, and the Growing Problems of Karoshi (Death From Overwork) and Ijime (Bullying) in the Japanese Workplace
Christopher Bishop Meek, Brigham Young U.

Is The CEO on Board With the Board?
Director Perceptions of CEO-Board Convergence
Steven Allen Frankforter, Indiana U., South Bend
James H. Davis, U. of Notre Dame
David A. Vollrath, Indiana U., South Bend

EPA and OSHA Violations: Preliminary Evidence of the Role of Agency Enforcement Targeting
Vicki Milledge, U. of Massachusetts, Boston
Kiran Verma, U. of Massachusetts, Boston
David N. Wiest, Washington and Lee U.

CAUCUSES

Coordinator
Timothy M. Stearns, California State U., Fresno
Contact: timothys@csufresno.edu

Table 1 – Cross-Cultural Issues in Management
Susan Yuthas, U. of New Mexico
Contact: skyuthas@umn.edu

Table 2 - Can Workplace Design Enhance Individual and Organizational Performance?
Jon W. Beard, U. of Tulsa
Contact: jon-beard@utulsa.edu

Table 3 - Technological Discontinuities, Competition, and Performance
Frank Rothaermel, U. of Washington
Contact: frr@u.washington.edu

Table 4 - Teaching Strategy with Experiential Exercises
Russell W. Coff, Washington U.
Donald E. Hatfield, Virginia Polytechnic Institute and State U.
Contact: coff@mail.olin.wustl.edu

Table 5 - The Asia Academy of Management
Chung-Ming Lau, Chinese U. of Hong Kong
David K. Tse, City U. of Hong Kong
Contact: cmlau@cuhk.edu.hk

Table 6 - Developing and Teaching On-Line Courses
James Weber, U. of Houston, Victoria
Contact: weberj@cobalt.vic.uh.edu

Table 7 - International Public Management Caucus
Mark T. Green, Willamette U.
Contact: mgreen@willamette.edu
Table 8 - Relationships in Organizations
Markus Vodosek, U. of Michigan
Contact: markvodo@umich.edu

Table 9 - Spirituality and Work
Robert Silvers, Central Washington U.
Contact: silversr@cwu.edu

Table 10 - Expatriate Games: Building an Academic Life in a New Country
D. Lynne Persing, HEC, Montreal / Columbia U.
Long W. Lam, U. of Houston, Clear Lake
Contact: persing@hol.fr

Table 11 - Management Consultancies: Why Are They So Successful?
Thomas Armbruster, London School of Economics and Political Science
Contact: t.f.armbruster@lse.ac.uk

Table 12 – Complexity Theory and Management
E. Andres Garcia, New York U.
Contact: egarcia@stern.nyu.edu

Table 13 - The 12 Step Fellowship (AA, Al-Anon, CODA, et. al.) and Their Messages and Relevance for Business Practice and Teaching
Lee Robbins, Golden Gate U.
Contact: lrobbins@ggu.edu

Table 14 - Strategic Decision Making in a Context of Institutional Upheaval
Jabril Bensedrine, U. of California, Berkeley
Contact: bensedri@haas.berkeley.edu

Table 15 - Economic and Community Development
Norris F. Krueger, Jr., Entrepreneurial Strategies
Benson Lewis Honig, St. Andrews U.
Harry Domicone, California Lutheran U.
Contact: nkrueger@hotmail.com

Table 16 - Is There a Need for a Collaborative Paper Series at the Academy?
Pamela J. Hinds, Hewlett-Packard Laboratories
Andrea T. Goeglein, ConServ International
Linda Gibson, Pacific Lutheran U.
Steve Seteroff, Management & Logistics Associates, Inc.
Contact: seteroff@kendaco.telebyte.com

Table 17 - What Matters Most to University OB Education
Linda P. Livingstone, Baylor U.
Diana Bilimoria, Case Western Reserve U.
Kenneth R. Thompson, DePaul U.
Contact: linda_livingstone@baylor.edu

Table 18 - Contingent Workforce
Donna Blancero, Arizona State U.
Glen E. Kreiner, Arizona State U.
Contact: aadxb@asuvm.inre.asu.edu

**BUSINESS POLICY & STRATEGY**

**What Matters Most About Boards?: A Discussion With Researchers and Directors**

Joint symposium sponsored by BPS & MOC

8:30 am - 10:20 am
Convention Center 15B

**Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?**

Joint symposium sponsored by BPS, IM & TIM

8:30 am - 10:20 am
Convention Center 16A
**Interorganizational Networks**

*Chair*
Andrew C. Inkpen, Thunderbird

*Discussants*
Yasemin Y. Kor, U. of Illinois, Urbana-Champaign
Volker Mahnke, Copenhagen Business School

*Interorganizational Strategies and Industry Boundaries: The Case of the TIME Industry*
Anthony F. Buono, Bentley College
Joerg Sydow, Freie U., Berlin

*Guanshi and Organizational Dynamics: Organizational Networking in Chinese Firms*
Yadong Luo, U. of Hawaii
Seung Ho Park, Rutgers U.

*Conference Proceedings Paper*
*Interorganizational Networks: Strategic Cooperation in Different Network Types*
Trevor A. Williams, Queensland U. of Technology

*Creating Competitive Advantage and Sustaining Abnormal Profits*

*Chair*
Monika I. Winn, U. of Victoria

*Discussants*
Thomas J. Douglas, U. of Evansville
Anne Ilintich, U. of North Carolina, Chapel Hill

*Brand Characteristics and Brand Performance: An Exploratory Resource-Level Study in the Food Manufacturing Industry*
Avinash V. Mainkar, U. of Connecticut

*Reconcilable Differences: The Relationship Between Industry Conditions and Competitive Advantage*
Jan W. Rivkin, Harvard U.

*The Emergence and Sustainability of Abnormal Profits*
Anita M. McGahan, Harvard U.
Michael E. Porter, Harvard U.

**Factors Affecting Changes in Market Share Outcomes**
Peter W. Roberts, U. of New South Wales
Christine Soo, U. of New South Wales
Susan K. McEvily, U. of Pittsburgh

**Conference Proceedings Paper**
*The Dynamics of Competitive Positioning: A Pair-Wise Perspective*
Javier Gimeno, Texas A&M U.
Ming-Jer Chen, U. of Pennsylvania

**Using Knowledge**

*Chair*
Scott W. Geiger, Florida State U.

*Discussants*
Jay J. Janney, U. of Kentucky
Rita Gunther McGrath, Columbia U.

*The Influence of Flexibility in Interorganizational Relationships on the Productivity of Knowledge*
Greg Young, North Carolina State U.
David L. Baumer, North Carolina State U.

*Young Firm Growth: An Empirical Study of Industry and Firm-Specific Determinants*
Stewart Thornhill, U. of British Columbia
Raphael Amit, U. of British Columbia

*Jack and the Beanstalk: The Creation of Dynamic Capabilities Through Knowledge Leverage by Latecomer Firms*
John Alwyn Mathews, Australian National U.

*The Role of Knowledge in Strategic Organizational Change: Moving Beyond the Choice Versus Determinism Debate*
J. L. Morrow, Jr., Mississippi State U.
James M. Bloodgood, Mississippi State U.

**Interactive Paper Session**

*Papers from BPS, MED, OCIS & OMT*

**Interactive Paper Session**

*Papers from BPS, MED, OCIS & OMT*
Executive Compensation

Chair
Michael Pettus, U. of Illinois, Urbana-Champaign

Discussants
Charles E. Bamford, Texas Christian U. Thomas J. Cottrell, U. of Calgary

The Importance of Profit Orientation: Chief Executive Officer Compensation at Not-for-Profit and Investor-Owned Hospitals
Gary T. Moskowitz, Emory U.

Computer Industry Executives: An Analysis of the New Baron’s Compensation
Eli Talmor, U. of California, Irvine / Tel Aviv U.
James S. Wallace, U. of California, Irvine

Ownership Structure, Executive Compensation, and Firm Performance: A Comparison of Canada and the United States
Jean McGuire, Concordia U. Sandra Dow, U. of Quebec, Montreal

Acquisitions Part I

Chair
Rajaram Veliyath, Kennesaw State U.

Discussants
Jaume Franeveja, Purdue U. Andrew Harris Gold, U. of North Carolina, Chapel Hill

Potential Corporate Synergies in Mergers and Acquisitions: An Exploratory Analysis

Organizational Revitalization Through Acquisitions
Freek Vermeulen, Tilburg U. Harry G. Barkema, Tilburg U.

Conference Proceedings Paper
Value-Enhancement Through Acquisitions Versus Internal Restructuring: The Role of Boards and Shareholders
Sayan Chatterjee, Case Western Reserve U. Rita D. Kosnik, Trinity U.

Knowledge and Competitive Advantage

Chair
Partha Mohanram, Harvard U.

Discussants
Aya S. Chacar, London Business School Faye L. Smith, U. of Wisconsin, Milwaukee

Competitive Advantage From Poor Knowledge
Philippe N. Baumard, U. of Versailles

Spinning Your Wheels or Winning the Race: Knowledge, Resources, and Advantage in the Formula One Industry
Mark Jenkins, Cranfield U. Steven W. Floyd, U. of Connecticut

CEO Trustworthiness as a Source of Competitive Advantage: A Resource-Based Perspective
Kathryn A. Jones, Alcorn State U. William Q. Judge, Jr., U. of Tennessee, Knoxville

Managerial Processes in the Maintenance of Knowledge-Based Competitive Advantage
Peter McNamara, City U. Charles Baden-Fuller, City U.

Knowledge Composition and Organizing Principle: A Knowledge-Based View of the Effects of Top Management Teams on Organizational Performance
Wei Shen, Texas A&M U.

The Resource-Based View and Transnational Technology Management

Joint symposium sponsored by BPS, IM & TIM
10:40 am - 12:00 pm  
Convention Center  
17B

**Shared Interest Track on Complex Self-Organizing Systems**

*Papers from BPS, MH & OMT*

10:40 am - 12:00 pm  
Marriott South  
Marina E

**Interactive Paper Session**

*Papers from BPS, ENT, ONE & PNS*

2:30 pm - 3:50 pm  
Convention Center  
14A

**CEO Succession and Board Leadership**

*Chair*
Jerilyn W. Coles, Arizona State U., West

*Discussant*
K. C. O'Shaughnessy, Western Michigan U.

*The Board and the New Chief Executive: Some Constraints on the Agency Contract Following Succession*
Kevin C. Banning, Auburn U., Montgomery
Henry L. Tosi, U. of Florida

*The Effect of CEO Hair Apparent Appointment on Shareholder Wealth*
Wei Shen, Texas A&M U.
Albert A. Cannella, Jr., Texas A&M U.

*A Meta-Analysis of Board Leadership Structure and Financial Performance: Are “Two Heads Better Than One”?
*Dawna L. Rhoades, Embry Riddle Aeronautical U.*

*Paula L. Rechner, U. of Houston*
*Chamu Sundaramurthy, U. of Kentucky*

2:30 pm - 3:50 pm  
Convention Center  
14B

**Acquisitions Part II**

*Chair*
Rachelle C. Sampson, U. of Michigan

*Discussant*
P. N. Subbanarasinga, U. of Waterloo

*Do Investors Anticipate Hubris in Acquisitions? Human Capital and Shared Core Competence as Indicators of When Buyers Are at Risk of Overbidding*
Russell W. Coff, Washington U.
Donald E. Hatfield, Virginia Polytechnic Institute and State U.

2:30 pm - 3:50 pm  
Convention Center  
15A

**Issues in Doing Empirical Research on Knowledge: Can We Build a Body of Academic Research in This Area?**

*Symposium*

*Co-Chairs*
Henry W. Chesbrough, Harvard U.
Morten T. Hansen, Harvard U.

*Discussant*
Ikujiro Nonaka, Hitotsubashi U.

*The Knowledge Disclosure Dilemma of Software Startup Firms: The Limits to Keeping Secrets Secret*
Henry W. Chesbrough, Harvard U.

*Issues in Conducting a Network Study of Interunit Knowledge Sharing in Multinunit Firms*
Morten T. Hansen, Harvard U.

*Exploring Internal Stickiness*
Gabriel Szulanski, U. of Pennsylvania

2:30 pm - 3:50 pm  
Convention Center  
15B

**Modeling Competitive Dynamics**

*Joint symposium sponsored by BPS & OMT*

2:30 pm - 3:50 pm  
Convention Center  
16A

**Advancements in Measuring Technological Change**

*Joint symposium sponsored by BPS & TIM*
2:30 pm - 3:50 pm
Marriott North
Columbia 2

Shared Interest Track on
Cognitive Processes in Decision
Making
Papers from BPS, MOC & RM

2:30 pm - 3:50 pm
Convention Center
17B

Shared Interest Track on
Organizational Learning
Papers from BPS, OMT & ONE

2:30 pm - 3:50 pm
Westin
Harbor A&B

Shared Interest Track on
Learning to Do Mergers and
Acquisitions
Papers from BPS, IM, MOC & OB

2:30 pm - 3:50 pm
Marriott South
Marina E

Interactive Paper Session
Papers from BPS, GDO, IM & SIM

4:10 pm - 5:30 pm
Convention Center
14B

Stock Ownership
Chair
Michael J. Dowling, U. of Regensburg
Discussants
Barbara R. Bartkus, Old Dominion U.
Brian K. Boyd, Arizona State U.

Distribution of Ownership, Risk, and the
Strategic Conduct of Family Firms
William S. Schulze, U. of Connecticut
Richard N. Dino, U. of Connecticut

For Better or For Worse: Effects of
Management Stock Ownership on Performance,
Commitment, and Agency in a Longitudinal
Study of California Banks
David E. Olson, U. of Arizona
Kenneth W. Koput, U. of Arizona
Barry M. Staw, U. of California, Berkeley

Large Shareholders and Private Benefits: The
Relationship Between Bank Shareholdings and the
Capital Structure and Performance of Firms in Spain
Alvaro Cuervo-Cazurra, Massachusetts
Institute of Technology

Ownership Structure and the Boundaries of the
Firm: How Large-Block Family Owners Lead to Increased Vertical Integration,
Diversification, and Superior Firm Performance
David L. Kang, Harvard U.

4:10 pm - 5:30 pm
Convention Center
14A

How Will Strategic Management
Matter in the 21st Century
Symposium
Chair
Patrick A. Sullivan, U. S. International U.
Presenters
H. Igor Ansoff, U. S. International U.
Henry Mintzberg, McGill U.

Looking to the Future: How
Advanced Technologies Are
Reshaping Organizations
This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.

Showcase symposium sponsored by BPS, OCIS & TIM

4:10 pm - 5:30 pm
Marriott North
San Diego A

Alliances and Networks
Joint symposium sponsored by BPS & OMT

The Dynamics of Long-Term
Competitive Advantage: A
Comparison of the Chemical
Industries in the U.S., Britain,
Germany, and Japan since 18
Joint symposium sponsored by BPS & TIM

Shared Interest Track on
Effects of Interpersonal Trust
Papers from BPS, CM, OB & OMT

Shared Interest Track on
Cooperation in Competition and
Vice Versa
Papers from BPS, CM, HCM & OMT

Interactive Paper Session
Papers from BPS, MH, OMT & SIM
Division Business Meeting

Division Chair
Harbir Singh, U. of Pennsylvania

Free Press Outstanding Dissertation Award Presentation
Edward J. Zajac, Northwestern U.

Social Hour
Sponsored by Free Press

5:30 pm – 6:30 pm
Convention Center 14A

9:00 am - 10:20 am
Westin Harbor A&B

6:30 pm - 7:30 pm
Convention Center 14B

This will be a provocative and highly interactive session on current topics in diversity. Topics for panel audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.

Showcase symposium sponsored by CAR, GDO & HR

The Relocation Decision: Motives and Implications
Chair
Amy E. Hurley, Chapman U.

Discussants
Deborah R. Ettington, Eastern Michigan U.
Karen L. Newman, Georgetown U.
Lillian T. Eby, U. of Georgia
Joyce E. A. Russell, U. of Tennessee, Knoxville
In Their Own Words: Mobile Managers Explicate the Situational Antecedents of Job Relocation Decisions
David J. Kennedy, Griffith U., Gold Coast
Melting Pot or Salad Bowl? The Role of Identity in International Work Transitions
Leisa D. Sargent, Queensland U. of Technology

9:00 am - 10:20 am
Westin Balboa

10:40 am - 12:00 pm
Westin Library

Bound to Boundarylessness? A Debate on the Structure of Careers Near the Turn of the Century
Chair
Hugh P. Gunz, U. of Toronto

Panel
Michael B. Arthur, Suffolk U.
Allan Bird, California Polytechnic State U.
Martin M. Greller, U. of Wyoming
Paul M. Hirsch, Northwestern U.
Candace Jones, Boston College

Joint symposium sponsored by CAR & OB

Job Loss, Coping, and Reemployment

Career Change: Choices and Constraints
Chair
Veronica N. Wan-huggins, Georgia State U.

Discussants
Stanley B. Malos, San Jose State U.
Madeline Crocitto, State U. of New York, Old Westbury

9:00 am - 10:20 am
Westin Balboa

10:40 am - 12:00 pm
Westin California C

4:10 pm - 5:30 pm
Westin Library

Shared Interest Track on Jobs and Careers in Virtual Organizations
Papers from CAR, HR & OMT

CAREERS

TUESDAY

9:00 am - 10:20 am
Westin Library

10:40 am - 12:00 pm
Westin Library

4:10 pm - 5:30 pm
Westin Library

162
A Social Cognitive View of Career Intentions: The Influence of Personality, Self-Efficacy, Performance, and Meaningfulness
Catherine E. Schwoerer, U. of Kansas
Douglas R. May, U. of Nebraska
Elaine C. Hollensbe, U. of Kansas

Conference Proceedings Paper
Winner of Careers Division Best Paper Award
Changing Careers: The Effects of Social Context
Monica C. Higgins, Harvard U.

Unmet Expectations: The Effect of Status Inconsistency on Quitting and Internal Job Changing
W. E. Douglas Creed, Boston College

New Directions in Work-Family Research: Advances and Paradoxes
Joint symposium sponsored by CAR, GDO & OB

Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship
Joint symposium sponsored by CAR, CM & OB

Business Meeting
Division Chair
Sherry E. Sullivan, Bowling Green State U.

Social Hour

8:30 am - 10:20 am
The Practice of Dispute Resolution
Chair
Michael Gross, Arizona State U.

In Whose Interest? A First Look at National Survey Data on Interest-Based Bargaining in Labor Relations
Joel E. Cutcher-Gershenfeld, Babson College / Massachusetts Institute of Technology
Thomas A. Kochan, Massachusetts Institute of Technology
John Calhoon Wells, FMCS

Conference Proceedings Paper
Arb-Med: A Third Party Role With Potential
William H. Ross, U. of Wisconsin, La Crosse
Donald E. Conlon, Michigan State U.

A Balanced Approach to Conflict Management in Multistakeholder Round Table Processes
Cathy Driscoll, Saint Mary’s U.

A Close Encounter: Conflict and Intermediate School Principals
Patricia M. Seybolt, U. of Utah
Nancy D. McCormick, Washington Elementary

An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations
Joint symposium sponsored by CM, OB & SIM

Shared Interest Track on Prejudice in the Workplace
Papers from CM, GDO, HR & OB
**What Matters Most About Employee Privacy Rights: A Dialogue on Surveillance, Technology, and Organizational Control Symposium**

*Chair*
Cliff Cheng, U. of Southern California

*Discussants*
Stewart Clegg, U. of Technology, Sydney
John M. Jermier, U. of South Florida

**Dogging the Snoops: Can We Turn the Tables on Workplace Surveillance?**
Graham Sewell, U. of Melbourne

**Sustaining the Line of Work Role Performance Without a Backstage: Implications of Employee Surveillance and the Perception of Privacy Loss**
Cliff Cheng, U. of Southern California

**Privacy in the Workplace: Overview and Recent Developments**
Thomas Pfister, Latham & Watkins
Andrew Paley, Latham & Watkins

**Privacy Beyond the Workplace: How Workplace Privacy Issues Encroach on Civil Liberties and Community Participation**
Bruce Barry, Vanderbilt U.

**Lack of Privacy as a Source of Stress**
Cynthia Cordes, State U. of New York, Binghamton

**Power and Social Accounts: Judges, Bosses, and Reviewers**

*Chair*
Linda L. Putnam, Texas A&M U.

**Interdependence of Competing Groups: How Power, Legitimacy, and Precedent Affect the Integrative Complexity of the Majority**
Deborah H. Gruenfeld, Northwestern U.
Peter H. Kim, Northwestern U.
Jared N. Preston, Northwestern U.

**Beyond Structure: The Role Social Accounts Play in Developing Ideological Control in Turn-of-the-Millennium Organizations**
Anthony T. Cobb, Virginia Polytechnic Institute and State U.
Carroll Stephens, Virginia Polytechnic Institute and State U.
George Watson, St. John’s U., New York

**What is Good (Bad) Reviewer Behavior? An Analysis of Authors’ Views in the Field of Management**
Dennis P. Bozeman, U. of Houston
Marc D. Street, Florida State U.
Jack T. Fiorito, Florida State U.

**Shared Interest Track on Openness to Intellectual Diversity**

*Papers from CM, MOC, OB & OMT*

**Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship**

*Joint symposium sponsored by CAR, CM & OB*

**Shared Interest Track on Effects of Interpersonal Trust**

*Papers from BPS, CM, OB & OMT*

**Shared Interest Track on Cooperation in Competition and Vice Versa**

*Papers from BPS, CM, HCM & OMT*

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**ENTREPRENEURSHIP**

**Role of Social Networks in Entrepreneurship**

*Chair*
Antoine Hermens, U. of Technology, Sydney

*Discussants*
Bruce Kemelgor, U. of Louisville
Russell Wayne Wright, U. of Illinois, Urbana-Champaign

*Business Bonds: The Effect of Social Capital on Small Business Decisions and Success*
Hongseok Oh, Pennsylvania State U.
Daniel J. Brass, Pennsylvania State U.
Entrepreneurial Networks: Antecedents and Consequences
Lene Foss, U. of North Carolina, Chapel Hill

Opportunity Development as a Socio-Cognitive Process: The Case of Serial Entrepreneurs
Alice J. de Koning, INSEAD
Daniel F. Muzyka, INSEAD

Organizational Learning and the Role of the Network Broker in Small-Firm Manufacturing Networks
Sherrie E. Human, Xavier U.
Keith G. Provan, U. of Arizona

Conference Proceedings Paper Winner of Entrepreneurship Theory and Practice Best Conceptual Paper Award
Opportunity Development as a Socio-Cognitive Process: The Case of Serial Entrepreneurs
Alice J. de Koning, INSEAD
Daniel F. Muzyka, INSEAD

The Evolution of Entrepreneurial Dyadic Network Ties Over the Early Firm Life Cycle
Julie M. Hite, U. of Utah

Issues of Growth in Entrepreneurial Firms
Chair
S. Michael Camp, National Center for Entrepreneurial Research, Kauffman Foundation

Discussants
Calvin Bacon, U. of Georgia
Candida G. Brush, Boston U.

Does Money Matter? Wealth Attainment as the Motive for Initiating Growth-Oriented Technology Ventures
Raphael Amit, U. of British Columbia
Kenneth R. MacCrimmon, U. of British Columbia
John M. Oesch, Northwestern U.
Charlene E. Zietsma, U. of British Columbia

More on the Determinants of Satisfaction for Entrepreneurs
Gregory Brian Murphy, U. of Nebraska, Omaha
Elizabeth J. Gatewood, U. of Houston

Conference Proceedings Paper
Resources, Strategy, and Performance of Growth-Oriented SMEs
James G. Almeida, London Business School
Harry J. Sapienza, London Business School / U. of South Carolina
Michael Hay, London Business School

The Temporal Dynamics of Entrepreneurial Growth: An Event Structure Analysis in an Entrepreneurial Firm
Eric A. Morse, U. of Victoria
Alex Stewart, Texas Tech U.
Kevin Learned, Boise State U.

HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda
Joint symposium sponsored by ENT & HR

Interactive Paper Session
Papers from BPS, ENT, ONE & PNS

Innovations in Entrepreneurship Research: New Initiatives and Opportunities Using Large Databases
Chair
S. Michael Camp, National Center for Entrepreneurial Research, Kauffman Foundation

Panel
Joseph F. Porac, U. of Illinois, Urbana-Champaign
Timothy G. Pollock, U. of Illinois, Urbana-Champaign
Ramona K. Z. Heck, Cornell U.
Theresa M. Welbourne, Cornell U.
Risk, Survival, and Failure

Chair
Randolph Hollerith Case, Boston College

Discussants
Jeffrey R. Cornwall, U. of St. Thomas
Myra Hart, Harvard U.

Crisis Management: Danger and Opportunity for Entrepreneurs
Christine L. Porath, U. of North Carolina, Chapel Hill
Christine M. Pearson, U. of North Carolina, Chapel Hill

Differentiating Between Firm Closures and Failures
Julio O. De Castro, U. of Colorado, Boulder
Sharon A. Alvarez, U. of Colorado, Boulder

Failure in Franchising
Steven Craig Michael, U. of Illinois, Urbana-Champaign

Falling Forward: Applying Real Options Reasoning to Failure in the Entrepreneurial Process
Rita Gunther McGrath, Columbia U.

Conference Proceedings Paper
Winner of Michael H. Mescon Best Empirical Paper Award
Organizational Survival in Small-Firm Clusters
Udo Staber, U. of New Brunswick, Fredericton

Gender Similarities and Differences in the Process of Advancing in Management: Going Up?
Phyllis Tharenou, Monash U.

Managerial Career Success in Canadian Organizations: Is Gender a Determinant?
Denis Gilles Chénevert, HEC, Montreal
Michel Tremblay, HEC, Montreal

How We Define Success: A Study of What Matters Most to Women and Men
Lorraine S. Dyke, Carleton U.
Steven A. Murphy, Carleton U.

Gender & Diversity in Organizations

Gender and Managerial Career Success

Chair
Joy Schneer, Rider U.

Discussant
Gary N. Powell, U. of Connecticut

Career Satisfaction: The Career Paths Women Want and the Paths That They Follow
Kimberly-Ann Eddleston, U. of Connecticut

This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.

Opening the Black Box of Organizational Demography: Current Research Advances
Joint symposium sponsored by GDO, HR & ODC

Work/Family Programs and Alternative Work Arrangements: Benefits for Individuals and Organizations

Chair
Jeffrey Greenhaus, Drexel U.

Discussant
Beverly J. DeMarr, Davenport College

They Don’t See My Face Very Often: The Emotion Work of Teleworking Employees
Kiran Mirchandani, Saint Mary’s U
Beliefs About Dual-Career Relationships: Towards the Development of a Construct
Barrie E. Litzky, Drexel U.
Rachel S. Becker, Drexel U.
Saroj Parasuraman, Drexel U.
The Performance Effect of Work-Family Programs
Alison M. Konrad, Temple U.
Robert Mangel, Temple U.

Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes
Joint symposium sponsored by GDO, OB & RM

Shared Interest Track on Management Discourse
Papers from GDO, OMT & RM

Shared Interest Track on Prejudice in the Workplace
Papers from CM, GDO, HR & OB

Firm- and Board-Level Outcomes of Diversity
Chair
Elaine K. Yakura, Michigan State U.
Discussant
Joyce E. A. Russell, U. of Tennessee, Knoxville

A Different Voice in the Boardroom: How the Presence of Women Directors Affects Board Influence Over Management
Nanette Fondas, Southern Methodist U.
Susan Sassalos, U. of California, Riverside

Linking Gender Diversity to Organizational Performance: The Impact of Identity-Conscious and Identity-Blind Human Resource Management Programs
Susan L. Kirby, U. of Texas, Pan American
Orlando Curtae’ Richard, Louisiana Tech U.
Eric G. Kirby, U. of Texas, Pan American
Winner of GDO Division Best Paper Based on a Dissertation
The Performance Impact of Coalescing Racial Diversity With a Growth Strategy: Evidence From the U.S. Banking Industry
Orlando Curtae’ Richard, Louisiana Tech U.

Interactive Paper Session
Papers from BPS, GDO, IM & SIM

Toward Eco-Humanism
Joint symposium sponsored by GDO, ONE & SIM

New Directions in Work-Family Research: Advances and Paradoxes
Joint symposium sponsored by CAR, GDO & OB
**Health Care Management**

**8:30 am - 10:20 am**
Marriott South
Green Room

**Burnout, Turnover, and Dismissal in Health Care Settings**

*Chair*
Ashish Chandra, Xavier U. of Louisiana

*Discussants*
Michael Abelson, Texas A&M U.
S. Robert Hernandez, U. of Alabama, Birmingham

*The Impact of Individual Differences on Role Conflict and Turnout: The Role of the Five Factors*
Kelly L. Zellars, Florida State U.
Pamela L. Perrewe, Florida State U.
Wayne A. Hochwarter, U. of Alabama

*Conference Proceedings Paper*
Winner of HCM Division Best Paper Based on a Dissertation Award

*An Exploration of the Differential Relationship Between the Dimensions of Burnout and Their Correlates Among Emergency Medical Physicians*
Eric A. Goodman, Fort Hays State U.
R. Wayne Boss, U. of Colorado, Boulder

*The Interactive Effects of Role Conflict and Collective Efficacy on Satisfaction and Intent to Turnover in a Healthcare Environment*
Wayne A. Hochwarter, U. of Alabama
Kelly L. Zellars, Florida State U.
Pamela L. Perrewe, Florida State U.

*The Etiology of Employee Dismissal: Development and Test of a Model*
Dennis P. Bozeman, U. of Houston

**2:30 pm - 3:50 pm**
Marriott South
Green Room

**Analyses of Performance in Hospitals**

*Chair*
Heather Elms, U. of Florida

*Discussants*
Debra H. Tennyson, Birmingham Southern College
R. Lawrence Van Horn, U. of Rochester

*Hospital Managers’ Choice of Performance Referents Pre and Post Turnaround*
Christopher L. Shook, Northern Illinois U.
Timothy B. Palmer, Louisiana State U.
David J. Ketchen, Jr., Louisiana State U.

*Strategic Linkage Consistency and Firm Performance: An Empirical Exploration of Hospital Systems*
Nicole L. Dubbs, Northwestern U.
Stephen M. Shortell, Northwestern U.

*The Effects of Ownership and Environmental Pressures on Hospital Inefficiency*
Michael D. Rosko, Widener U.

**10:40 am - 12:00 pm**
Marriott South
Green Room

**The Transformation of Health Care Systems: Emergent Organizational Forms and Processes**

*Joint symposium sponsored by HCM & ODC*

**4:10 pm - 5:30 pm**
Marriott South
Green Room

**Distinguished Speaker**

*Chair*
Howard L. Smith, U. of New Mexico

*Distinguished Speakers*
Neill Piland, Medical Group Management Association
Barry Greene, Medical Group Management Association
Deborah L. Walker, Boehm and Walker Consultants

**4:10 pm - 5:30 pm**
Convention Center 17B

**Shared Interest Track on Cooperation in Competition and Vice Versa**

*Papers from BPS, CM, HCM & OMT*

**6:00 pm - 6:30 pm**
Marriott South
Green Room

**Business Meeting**

*Chair*
Stephen J. O’Connor, U. of Wisconsin, Milwaukee

**6:30 pm - 8:00 pm**
Marriott South
Cardiff

**Social Hour**
**HUMAN RESOURCES**

8:30 am - 10:20 am
Westin
Plaza A

**Reaction to Staffing Approaches and Techniques**

*Chair*
John A. Lust, Illinois State U.

*Discussants*
Robert G. Jones, Southwest Missouri State U.
Donald C. Mosley, Jr., Mississippi State U.

**Conference Proceedings Paper**
Winner of HR Divisions Best Student Paper Award

*A Multilevel Perspective on Personnel Selection*
Robert Edwin Ployhart, Michigan State U.

*Assessment Centers and What They Measure: Disentangling Assessee, Assessor, Exercise, and Dimension Effects*
Filip Lievens, U. of Ghent

*Incremental Validity of Empirically Keyed Biodata Scales Over GMA and the Five-Factor Model of Personality*
Michael K. Mount, U. of Iowa
Lawrence A. Witt, Barnett Banks, Inc.
Terry W. Mitchell, MPORT Management Solutions
Murray R. Barrick, U. of Iowa

*Innovative Policies and Applicant Attraction to Organizations*
Barbara L. Rau, U. of Wisconsin, Oshkosh
MaryAnne M. Hyland, Rutgers U., New Brunswick

*The Effects of Measurement Structure on the Predictive Validity of Assessment Center Dimensions: The Clinical-Statistical Debate Revisited*
James M. LeBreton, U. of Tennessee, Knoxville
John F. Binning, Illinois State U.
Matthew S. Hesson-McInnis, Illinois State U.

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**Psychological Contracts Are Local: International Perspectives on the Employment Relationship**

This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.

*Showcase symposium sponsored by HR, IM & OB*

9:00 am - 10:20 am
Westin
Presidio

**The Use of Information Technology to Enhance the Mangement of Human Resources**

*Chair*
Marcia P. Miceli, Ohio State U.

*Discussant*
Robert Eder, Portland State U.

**Conference Proceedings Paper**
Winner of HR Division Best Paper Award

*Determinants of Compensation for Information Technology Professionals: Modeling Cross-Level Interactions*
Ang Soon, Nanyang Technological U.
Sandra Slaughter, Carnegie Mellon U.
Kok Yee Ng, Michigan State U.

*Employee Reactions to Electronic Performance Monitoring: The Role of Organizational Culture*
G. Stoney Alder, U. of Colorado, Boulder

*The Effects of Information Management Policies on Reactions to Human Resource Information Systems: An Integration of Privacy and Procedural Justice Perspectives*
Erik R. Eddy, Executive Consulting Group, Inc.
A Critical Look at Current Topics in Diversity: What Should Matter?  
Versus What Does Matter?  
This will be a provocative and highly interactive session on current topics in diversity. Topics for panel/audience discussion will include: The human capital issue in diversity, the cause of disparity between men and women in career/salary progression, the effect of corporate climate on diversity, and the diversity challenges in global organizations.

Showcase symposium sponsored by CAR, GDO & HR

Opening the Black Box of Organizational Demography: Current Research Advances

Joint symposium sponsored by GDO, HR & ODC

Shared Interest Track on Jobs and Careers in Virtual Organizations

Papers from CAR, HR & OMT

Failing to Find Fit in SHRM: Problems and Prospects Symposium

Chair
Patrick M. Wright, Cornell U.

Discussant
Jeffrey Pfeffer, Stanford U.

Failing to Find Fit in SHRM: Theoretical and Empirical Problems
Patrick M. Wright, Cornell U.  
W. Scott Sherman, Pepperdine U.

Opening the Black Box of Fit in Strategic Human Resource Management
Ellen Ernst Kossek, Michigan State U.  
Elaine K. Yakura, Michigan State U.

Strategic Human Resource Management and Notions of ‘Fit’
John E. Delery, U. of Arkansas

The Impact of High Performance Work Systems, HR Management Effectiveness, and Intellectual Capital on Shareholder Wealth
Mark A. Huselid, Rutgers U., Livingston

Institutional and Labor Market Considerations in Shaping HR Policies

Chair
Donna Blancero, Arizona State U.

Discussants
Daniel G. Gallagher, James Madison U.  
Greg Hundley, Purdue U.

A Tale of Two Job Markets: Comparing the Hiring Practices of Large and Small Organizations
Alison E. Barber, Michigan State U.  
Michael J. Wesson, Michigan State U.  
Quenetta M. Roberson, U. of Maryland  
M. Susan Taylor, U. of Maryland

Chinese and U.S. Managers' Compensation Award Decisions: A Policy-Capturing Comparative Study
Jing Zhou, Texas A&M U.  
Joseph J. Martocchio, U. of Illinois, Urbana-Champaign

Extending the Social Exchange Model of Union Commitment: An Examination of Steward Leadership and Union Justice
Jerry Bryan Fuller, Jr., Arkansas State U., Fort Smith  
Kim Hester, Arkansas State U., Jonesboro

Union Participation, Job Satisfaction, and Employee Turnover: An Event History Analysis of the Exit-Voice Hypothesis
Roderick Dale Iverson, U. of Melbourne  
Douglas B. Currivan, U. of Iowa

HRM Issues in Entrepreneurial Firms: Toward a New Research Agenda

Joint symposium sponsored by ENT & HR

Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads

Joint symposium sponsored by HR & OB

Shared Interest Track on Prejudice in the Workplace

Papers from CM, GDO, HR & OB
10:40 am - 12:00 pm  
Marriott South  
Torrance

**Shared Interest Track on HRM Practices in Different Countries**

*Papers from HR, IM & PNS*

2:30 pm - 3:50 pm  
Marriott North  
San Diego A

**What Matters Most: Religious Beliefs and the Workplace**

*From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.*

*Showcase symposium sponsored by HR, IM & SIM*

4:10 pm - 5:30 pm  
Westin  
Plaza A

**Business Meeting and Conversation With the SHRM Foundation**

*Division Chair*  
Jeanette Cleveland, Colorado State U.  

*Speaker*  
K. Michele Kacmar, Florida State U. / Director, SHRM Foundation  

*Facilitators*  
Mary A. Gowan, U. of North Carolina, Charlotte  
Debra Major, Old Dominion U.  
Stella Nkomo, U. of North Carolina, Charlotte

5:30 pm - 7:30 pm  
Westin  
California A

**Social Hour**

8:30 am - 10:20 am  
Westin  
California B

**Psychological Contracts Are Local: International Perspectives on the Employment Relationship**

*This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.*

*Showcase symposium sponsored by HR, IM & OB*

8:30 am - 10:20 am  
Convention Center  
16A

**Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?**

*Joint symposium sponsored by BPS, IM & TIM*

4:10 pm - 5:30 pm  
Westin  
Plaza A

**Psychological Contracts Are Local: International Perspectives on the Employment Relationship**

*This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.*

*Showcase symposium sponsored by HR, IM & OB*

8:30 am - 10:20 pm  
Convention Center  
7B

**Political Risk and International Management**

*Chair*  
Michele A. Govekar, Ohio Northern U.  

*Discussant*  
Jean J. Boddewyn, City U. of New York  

*Bargaining Power: A Review and Critique*  
Timothy P. Blumentritt, U. of South Carolina  

*The Institutional Environment for Multinational Investment*  
Witold Jerzy Henisz, U. of California, Berkeley  
Alan E. Ellstrand, California State U., Long Beach  
Laszlo Tihanyi, California State U., Fullerton  
Jonathan L. Johnson, U. of Arkansas

8:30 am - 10:20 am  
Convention Center  
16B

**GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings**

*Joint symposium sponsored by IM, OB & OMT*
8:30 am - 10:20 am
Convention Center
7A

Expatriate Issues in International Management
Chair
Kamal Fatehi, Texas A&M U., International U.
Discussant
Jeanne M. McNett, Assumption College
Expatriate Issues in German, Japanese, U.K., and U.S. Multinational Companies: A Comparative Study
Zsuzsanna Tungli, London Business School
Maury A. Peiperl, London Business School
Conference Proceedings Paper
Struggling With What Matters Most: Conflicts Between Work and Family on International Assignments
Margaret A. Shaffer, Hong Kong Polytechnic U.
David A. Harrison, U. of Texas, Arlington
K. Matthew Gilley, James Madison U.
Dora Luk, Hong Kong Polytechnic U.
Transformational Leadership: Implications for Expatriate Managers
J. Bruce Tracey, Cornell U.
Jeffrey P. Shay, Cornell U.

Culture’s Consequences for Organizational Behavior and Negotiations
Chair
Stephen E. Weiss, York U.
Discussant
Dan Ondrack, U. of Toronto
National Absence Cultures: Dimensions and Consequences
Helena M. Addae, U. of West Indies, St. Augustine / Concordia U.
Gary Johns, Concordia U.
Impact of National Culture on Managerial Influence Tactics: A Comparison Between U.S. and China
Ping Ping Fu, State U. of New York, Albany
Gary Yukl, State U. of New York

10:40 am - 12:00 pm
Convention Center
7A

Knowledge Transfer Within Multinational Enterprises
Chair
J. Bernard Keys, Georgia Southern U.
Discussant
Udo Zander, Stockholm School of Economics
Knowledge Transfer Within a Multinational Enterprise: Leveraging Cultural Differences Across Subsidiaries
Katsuhiko Shimizu, Texas A&M U.
Multinational Firms, Strategic Alliances, and the Market: A Comparative Test of Cross-Border Knowledge Transfer in the Semiconductor Industry
Paul Almeida, Georgetown U.
Robert Grant, Georgetown U.
Jaeyong Song, Columbia U.
Conference Proceedings Paper
Transfer and Sharing of Local Knowledge Within the Firm and Entry Into New International Markets
Michael D. Lord, Wake Forest U.
Annette L. Ranft, West Virginia U.

Culture, Justice, and Rewards
Chair
Paul D. Sweeney, Marquette U.
Discussant
Terri Robin Lituchy, Concordia U.
A Cross-Cultural Comparison of the Effects of Distributive and Procedural Justice
Dail L. Fields, George Washington U.
Mary Pang, City U. of Hong Kong
Catherine Chiu, City U. of Hong Kong
Conference Proceedings Paper
An Empirical Investigation of the Influences of Individualism/Collectivism, Recipient Group Membership, and Recipient Performance Differentiation on Reward Behavior in Third Person Allocation Situations
Paul A. Fadil, Valdosta State U.
Lee P. Stepina, Florida State U.
Sherry E. Moss, Florida International U.
William Fredenberger, Valdosta State U.
Effects of Leader Rewards and Punishments: A Cross-Cultural Examination of a 'Culture-Free' Theory
Tai-Kuang Peng, Chinese Naval Academy
Mark F. Peterson, Texas Tech U. / Florida Atlantic U.
The Impact of Ingroup-Outgroup Relations on Reward Allocation: A Cross-Cultural Comparison of Mexico and the United States
Carolina B. Gomez, U. of Houston
Bradley L. Kirkman, U. of North Carolina, Greensboro
Debra L. Shapiro, U. of North Carolina, Chapel Hill

Form of IB Involvement and International Services
Chair
Karin Fladmoe-Lindquist, U. of Utah
Discussant
Hans Schollhammer, U. of California, Los Angeles
Explaining the Propensity to Franchise: An Empirical Examination of the International Hotel Industry
Farok J. Contractor, Rutgers U., Newark
Sumit Kumar Kundu, Saint Louis U.
A Bank-Level Empirical Analysis of Organizational Form Preferences of U.S. Banks
Arvind Parkhe, Indiana U., Bloomington
Stewart R. Miller, Indiana U., Bloomington

Change of Entry Mode: Switching Motivators and Barriers
Torben Pedersen, Copenhagen Business School
Bent Petersen, Copenhagen Business School
Gabriel Benito, Norwegian School of Management

Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances
Joint symposium sponsored by IM, OB & OMT

The Resource-Based View and Transnational Technology Management
Joint symposium sponsored by BPS, IM & TIM

The Influence of Cross-Cultural Factors on Information Seeking Activities
Joint symposium sponsored by IM & OB

Shared Interest Track on HRM Practices in Different Countries
Papers from HR, IM & PNS

Sensemaking in Complex Cultures
Joint symposium sponsored by IM & OB

Shared Interest Track on Learning to Do Mergers and Acquisitions
Papers from BPS, IM, MOC & OB

Interactive Paper Session
Papers from BPS, GDO, IM & SIM
International Acquisitions

Chair
Kunal Banerji, West Virginia U.

Discussant
Jeffrey Krug, U. of Illinois, Urbana-Champaign

The Role of Downstream Assets in Determining Mode of Foreign Entry
Jaideep Anand, U. of Western Ontario
Andrew Delios, U. of Western Ontario

Multinational Acquisition Integration: The Role of National Culture and Organization Structure
David M. Brock, U. of Auckland
Stuart E. Buchanan, U. of Auckland
Barbara Parker, Seattle U.

Acquiring in the U.S.: A Long-Term Look at Foreign Bidder Performance
Lois M. Shelton, U. of Illinois, Chicago

Explanations of Foreign Direct Investment

Chair
Anju Seth, U. of Illinois, Urbana-Champaign

Discussant
Susan Godar, Saint Mary’s College of Maryland

A Note on Asset-Seeking Foreign Direct Investment
Shige Makino, Chinese U. of Hong Kong

Antecedents of “Follow-the-Leader” Behavior in International Equity Alliances in Canada and Latin-America
Javier Gimeno, Texas A&M U.
Robert E. Hoskisson, U. of Oklahoma
Brent D. Beal, Texas A&M U.
William P. Wan, Texas A&M U.

An Exploration of Whether Dunning’s Eclectic Theory Is Descriptive or Normative: Does it Predict the Best or Most Common Entry Modes?
Steve Werner, U. of Houston
Lance Eliot Brouthers, U. of Texas, San Antonio
Keith D. Brouthers, U. of East London
Brian Murray, U. of Texas, San Antonio

Owner Managers’ Networking and Their Strategic Decisions
Ho-Ching Wei, Swinburne U. of Technology
Christodoulos C. Christodoulou, Swinburne U. of Technology

International Joint Ventures: Design and Performance

Chair
John Z. Yang, Fordham U.

Discussant
Richard N. Osborn, Wayne State U

Haiyang Li, City U. of Hong Kong
Yan Zhang, U. of Southern California

An Examination of International Joint Venture Survival in a Transitional Economy
H. Kevin Steensma, Pennsylvania State U.
Marjorie A. Lyles, Indiana U., Indianapolis

Commission and Omission: Which Behavior Matters Most in Interfirm Ventures?
Africa Ariño, IESE, U. of Navarra, Barcelona

Commitment Across Cultures and Organizations

Chair
Michal Mor Barak, U. of Southern California

Discussant
Peter W. Dorfman, New Mexico State

Commitment to Multinational Enterprises Among Overseas Managers: Does Culture Matter?
Peter W. Hom, Arizona State U.
Leslie E. Palich, Baylor U.

A Cross-Cultural Examination of the Relationship Between Commitment Forms and Work and Nonwork Outcomes: A Comparison of Arab and Jewish Nurses in Israel
Aaron Cohen, U. of Haifa
Conference Proceedings Paper

Will Types of Economic Ownership Matter in Getting Employees to Commit: An Exploratory Study in the People’s Republic of China
Warren Chiu, Hong Kong Polytechnic U.
Choi K. Wan, Hong Kong Polytechnic U.
Gina Lai, Hong Kong Baptist U.

International Business and Society

Chair
S. Prakash Sethi, City U. of New York

Discussant
Philip L. Cochran, Pennsylvania State U.

Blade Runner Capitalism, the Transnational Corporation, and Commodification: Implications for Cultural Integrity
Marc T. Jones, U. of Auckland

Patricia Ann Robinson, New York U.

Investor Relations Activities of Japanese Firms: Effects of Ownership Structure, Corporate Finance, and Foreign Business
Toru Yoshikawa, Nihon U.
Jonathan Linton, New Jersey Institute of Technology

Business Meeting and Social Hour

Division Chair
J. Michael Geringer, California Polytechnic State U.

Facilitators
Douglas Nigh, U. of South Carolina
Nakiye A. Boyacigiller, San Jose State U.
Stephen B. Tallman, Cranfield U. / U. of Utah
Farok J. Contractor, Rutgers U., Newark

Internet in the Classroom (IIC)

Symposium
Marriott North Torrey 1&2

Co-Chairs
Pablo Martin de Holan, McGill U.
Dilip Mirchandani, Rowan U.

Discussant
dt ogilvie, Rutgers U., Newark

Team Process and Effectiveness in Interuniversity Virtual Teams
Douglas Moesel, U. of Missouri, Columbia
Parshotam Dass, U. of Arkansas
Jon M. Werner, U. of Wisconsin, Whitewater
Paul A. Fouts, Golden Gate U.

Technology and Group Processes: The Impact of Computer Mediated Communication on Group Cohesion and Commitment
Marina H. Onken, Florida Gulf Coast U.
Mary R. Lind, North Carolina A&T State U.

Cultural Diversity, Teamwork, and Computer-Mediated Communication: The IIC as a Pedagogical Innovation That Enhances Multicultural Awareness
Jeffrey J. Bailey, U. of Idaho
German Otalora-Bay, EGADE ITESM, Monterrey

Interactive Paper Session

Papers from BPS, MED, OCIS & OMT
Europe 2000: The Impact of Traditions and Environmental Changes on Business Practice

This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.

Showcase symposium sponsored by MC, MED & ODC
5:30 pm - 6:15 pm
Marriott North
Torrey 1&2

**Business Meeting**

*Division Chair*

David J. Lemak, Washington State U., Tri-Cities

6:30 pm - 7:30 pm
Marriott North
Manchester 1

**Social Hour in Honor of Ikujiro Nonaka**

**MANAGEMENT HISTORY**

9:00 am - 10:20 am
Marriott South
Marina F

**What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996**

Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy’s recent history.

*Showcase symposium sponsored by MH, PNS & TIM*

10:40 am - 12:00 pm
Convention Center 17B

**Perspectives in History: Lessons From the Leaders**

*Chair*

Arthur G. Bedeian, Louisiana State U.

*Discussants*

Peter B. Petersen, Johns Hopkins U.
John Breeze, J. Breeze Consultants, Ltd.
Robert J. Gerard, Mount St. Mary’s College

*Conference Proceedings Paper*

*Management History Gurus of the 90s: Their Lives, Their Contributions*
Jane Whitney Gibson, Nova Southeastern U.
Richard M. Hodgetts, Florida International U.
Jorge M. Herrera, Nova Southeastern U.

**Fayol’s 14 Principles of Management Then and Now: A Framework for Managing Today’s Organizations Effectively**

Carl A. Rodrigues, Montclair State U.

**Winner of John F. Mee Management History Contribution Award**

Bass and Hodgetts in Conversation
Alfred A. Bolton, Averett College
John G. Joos, Informed Decisions, Inc.

2:30 pm - 3:50 pm
Marriott North
San Diego A

**What Matters Most: Religious Beliefs and the Workplace**

From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.

*Showcase symposium sponsored by HR, MH & SIM*

4:10 pm - 5:30 pm
Marriott South
Marina E

**Interactive Paper Session**

*Papers from BPS, MH, OMT & SIM*
Lessons From History: How Management Responds to Threats and Opportunities

Chair
Eileen P. Kelly, Ithaca College

Discussants
Michele A. Govekar, Ohio Northern U.
Robert C. Ford, U. of Central Florida
Karl James Moore, Oxford U.
Jorge M. Herrera, Nova Southeastern U.

The Rise and Fall and Rise of Japan's Stable Shareholders
Stewart Johnston, U. of Melbourne
Lynn McAlevey, U. of Otago

The Relation Between Systematic and Scientific Management: Two Cases From the Financial Services
Nachoem M. Wijnberg, Erasmus U., Rotterdam
Onno W. De Wit, Erasmus U., Rotterdam
Jan C. de Ende, Erasmus U., Rotterdam

“Just a Coal Miner’s Daughter”: Technological Transformation and the Professionalization of Business Management
Richard S. Marens, U. of Washington

Strategic Evolution of the Cigarette Industry in Response to the Socio-Regulatory Environment
Raymond M. Jones, Loyola College, Maryland
Roger J. Kashlak, Loyola College, Maryland

Consulting in Special Contexts

Chair
Flemming Poulsen, Copenhagen Business School

Discussant
C. Ken Weidner II, Loyola U., Chicago

Conference Proceedings Paper
Winner of Graziadio Business School/Pepperdine Award for Outstanding Paper on Management Consulting Practice
Consulting in Emerging Countries: An Anthropophagic Method to Avoid the “Lost in Space” and “Just Business as Usual” Syndromes
Thomaz Wood, EAESP-FGV, Sao Paulo
Miguel P. Caldas, EAESP-FGV, Sao Paulo

Managing Consulting Firms

Chair
William B. Werther, Jr., U. of Miami

Discussant
James J. Carroll, Georgian Court College
High Velocity Consulting: A Possible Paradigm for Today’s Turbulent Environment
Thomas C. Head, Tennessee State U.
Therese F. Yaeger, Benedictine U.

The Danger of Abstracting Prescription From Description: Developing Context Sensitive Approaches to Change Implementation
Veronica Hope Hailey, Cranfield U.
Julia Newton, Cranfield U.

Europe 2000: The Impact of Traditions and Environmental Changes on Business Practice
This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: Differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.

Showcase symposium sponsored by MC, MED & ODC

Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational
Joint symposium sponsored by MC, ODC & RM

Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment
Joint symposium sponsored by MC, MED & ODC

Shared Interest Track on Workplace Violence, Fear, and Revenge
Papers from MC & OB

Situated Learning, Local Knowledge, and Action: Social Approaches to the Study of Knowing in Organizations
Symposium

Co-Chairs
Davide Nicolini, Tavistock Institute
Dvora Yanow, California State U., Hayward

Managing Innovation in Complex Activity Networks: An Activity Theoretical Analysis of Learning in a High Technology Organization
Frank Blackler, U. of Lancaster

The Texture of Organizational Knowing
Silvia Gherardi, U. of Trento
Davide Nicolini, Tavistock Institute

Working Local Knowledges Together: A Case of Bridge-Building
Lucy Suchman, Xerox, Palo Alto Research Center

Can You See an Organization Learn? Grounding the Study of Organizational Learning in Practice
Dvora Yanow, California State U., Hayward

Communities of Practice: The Social Fabric of Learning
Etienne Wenger, Wenger Research and Consulting

What Matters Most About Boards?: A Discussion With Researchers and Directors
Joint symposium sponsored by BPS & MOC

Shared Interest Track on Managing Crisis Situations
Papers from MOC & OMT
10:40 am - 12:00 pm
Westin
Sierra

Occupational Identity, Identification, and Culture: Are We Destined to be Divided?

*Chair*
Amy Hietapelto, Michigan Technological U.

*Discussant*
Mariani Jelinek, College of William and Mary

Bridging Social Worlds: Identity, Self-Monitoring, and Structural Constraint
Ajay Mehra, Pennsylvania State U.
Martin Kilduff, Pennsylvania State U.

Dominance and Subordinance Dynamics Among Occupational Subcultures During an Organizational Downsizing: Implications for Organizational Learning
Judith A. Clair, Boston College
Hilary Bradbury, Boston College
Eve Spangler, Boston College

Organization Identification in an Information Age: Investigating the Impact of Telecommuting on Member Identification
Jessica L. Simmons, U. of Texas, Austin

2:30 pm - 3:50 pm
Westin
California A

Understanding ‘Dirty Work’: How Individuals Pursue Meaning in Stigmatized Occupations
Hughes (1958) defined ‘dirty work’ as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?

*Showcase symposium sponsored by MOC, OB & OMT*

2:30 pm - 3:50 pm
Westin
California B

Cognitive Processes in Groups: Diversity, Efficacy, and Issue Interpretation

*Chair*
Lynn A. Isabella, U. of Virginia

*Discussant*
C. Marlene Fiol, U. of Colorado, Denver

2:30 pm - 3:50 pm
Westin
Balboa

Assessing Collective Efficacy: Validation of Three Measurement Methods
John William Whiteoak, Griffith U., Gold Coast
Laurence Chalip, Griffith U., Gold Coast

Cognitive Processes by Which Diversity Impacts the Functioning of Groups: An Exploratory Study
Luis L. Martins, U. of Connecticut
Frances J. Milliken, New York U.
Batia L. Wiesenfeld, New York U.
Susan R. Salgado, New York U.

The Measurement of Shared Frames in a Group Decision Making Context: Examining Antecedents and Outcomes
Susan Mohammed, Pennsylvania State U.
Erika Ringseis, Pennsylvania State U.

2:30 pm - 3:50 pm
Westin
California B

Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict

*Joint symposium sponsored by MOC, OMT & PNS*

2:30 pm - 3:50 pm
Westin
California C

Assessing the Impact of Trust: Divergent Approaches, Converging Understandings

*Joint symposium sponsored by MOC & OB*

2:30 pm - 3:50 pm
Westin
California B

How Much Diversity Can a Team Take? A Cognitive Approach

*Joint symposium sponsored by MOC, OB & ODC*

2:30 pm - 3:50 pm
Westin
California C

Bringing the ‘Social’ Back in: Network Perspectives on Organizational Cognition

*Joint symposium sponsored by MOC, OB & OMT*

2:30 pm - 3:50 pm
Westin
Balboa

Shared Interest Track on Openness to Intellectual Diversity

*Papers from CM, MOC, OB & OMT*
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Organization & Management Theory

Issues in Outsourcing and Supplier Integration

Chair
Amelia Carr, Ohio State U.

Discussants
Amelia Carr, Ohio State U.
Peter Tarasewich, U. of Maine

A Process Model of Successful Supplier Integration Into New Product/Process/Service Development
Gary L. Ragatz, Michigan State U.
Robert B. Handfield, Michigan State U.
Kenneth J. Peterson, Michigan State U.

The Determinants of Outsourcing Decisions: An Empirical Analysis
K. Matthew Gilley, James Madison U.
Abdul M. A. Rasheed, U. of Texas, Arlington

Organizational Governance and Organizational Action

Chair
Richard J. Martinez, Baylor U.

Discussant
Robert M. Wiseman, Michigan State U.

Organizational Form and Risk Taking in the U.S. Cable Television Industry
Thomas R. Eisenmann, Harvard U.

Ownership Structure and Corporate Dividend Policy: How Large-Block Family Owners Increase Dividend Payouts and Achieve Superior Firm Performance
David L. Kang, Harvard U.

Charles Moncur Weir, Robert Gordon U.
Mark Tough, Robert Gordon U.

Conference Proceedings Paper
The Political and Social Determinants of Stock Buybacks
James D. Westphal, U. of Texas, Austin
Edward J. Zajac, Northwestern U.

GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings
Joint symposium sponsored by IM, OB & OMT

Shared Interest Track on Managing Crisis Situations
Papers from MOC & OMT

Shared Interest Track on Jobs and Careers in Virtual Organizations
Papers from CAR, HR & OMT

Interactive Paper Session
Papers from BPS, MED, OCIS & OMT
Effects of Top Management and Institutions on Organizational Change

Chair
Anne B. Duncan, London Business School

Discussant
Jane C. Banaszak-Holl, U. of Michigan

Conference Proceedings Paper
Executive Migration and Institutional Change
Matthew S. Kraatz, U. of Illinois, Urbana-Champaign
James H. Moore, U. of Illinois, Urbana-Champaign

Stratified Isomorphism and Institutional Change: On the Role of Intraform Stratification in Organizational Evolution
Joan Slepian, State U. of New York, Empire State College

The Value of Incumbency in a Deregulated Industry
Tammy L. Madsen, Southern Methodist U.
Gordon Walker, Southern Methodist U.

Cooperation, Commitment, and Knowledge Transfer

Chair
Marc-David L. Seidel, U. of Texas, Austin

Discussant
Mary J. Waller, U. of Wisconsin, Madison

Conference Proceedings Paper
Getting People to Cooperate: The Influence of Personality, Formal and Informal Incentives, and Being Different
Jennifer A. Chatman, U. of California, Berkeley
Karen A. Schnog, U. of California, Berkeley
Sandra E. Spataro, U. of California, Berkeley

Motivation, Knowledge Transfer, and Organizational Forms
Margit Osterloh, U. of Zurich
Bruno S. Frey, U. of Zurich

Understanding ‘Dirty Work’: How Individuals Pursue Meaning in Stigmatized Occupations
Hughes (1958) defined ‘dirty work’ as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?

Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances

What Matters Most: Rethinking Formalization and Innovation

Shared Interest Track on Management Discourse
Papers from GDO, OMT & RM

Shared Interest Track on Organizational Downsizing
Papers from OB, ODC & OMT

Shared Interest Track on Complex Self-Organizing Systems
Papers from BPS, MH & OMT
2:30 pm - 3:50 pm
Mapping the Territory: Theoretical Perspectives and Frameworks
Chair
Martin Kilduff, Pennsylvania State U.
Discussant
Eric Abrahamson, Columbia U.
Navigating Silicon Alley: Kaleidoscopic Experiences
Raghur Garud, New York U.
Theresa Lant, New York U.
Plotting the Organization: A Comprehensive Narrative Approach to Studying Organizing
Ellen O’Connor, FX Palo Alto Laboratory, Inc. / U. of California, Berkeley
Prescriptive Management Theory and National Culture: A Research Framework and Propositions
James W. Dean, Jr., U. of North Carolina, Chapel Hill
Todd J. Weber, U. of North Carolina, Chapel Hill
Representing Strategic International Human Resource Management: Is the Map the Territory?
Julie R. Wolfram Cox, Monash U., Caulfield
Helen De Cieri, Cornell U.
Marilyn Fenwick, Monash U., Caulfield
Social Capital and Social Behavior
Chair
Nancy A. Staudenmayer, Duke U.
Discussant
Mary Ann Glynn, Emory U.
Breaking Organizational Rules: The Role of Expectations and Observability in Process Emergence
Gary Jay Katzenstein, Hong Kong U. of Science and Technology
Organizational Citizenship Behavior and Relational Practice: Gendering ‘Voluntary’ Behavior in Organizations
Roy Jacques, U. of Otago
Social Capital Dynamics: A Multilevel Embeddedness Perspective
Katsuhiko Shimizu, Texas A&M U.
Tina M. Dacin, Texas A&M U.
The Dark Side of Social Capital
Martin Gargiulo, INSEAD / Columbia U.
Mario Benassi, U. of Trento
Modeling Competitive Dynamics
Joint symposium sponsored by BPS & OMT
Organizing as if Creativity Really Mattered
Joint symposium sponsored by ODC & OMT
Operating on The Institutional Cusp: Managing Symbolic and Cognitive Conflict
Joint symposium sponsored by MOC, OMT & PNS
Bringing the ‘Social’ Back in: Network Perspectives on Organizational Cognition
Joint symposium sponsored by MOC, OB & OMT
Shared Interest Track on Openness to Intellectual Diversity
Papers from CM, MOC, OB & OMT
Shared Interest Track on Organizational Learning
Papers from BPS, OMT & ONE
Shared Interest Track on Processes of Institutionalization
Papers from OM, OMT & PNS
Competition, Transaction Costs, and Performance Outcomes

Chair
Sharon Matusik, U. of Washington

Discussant
James A. Robins, U. of California, Irvine

A Tripolar Institutional Theory of Coordination: Industrial Competition, Cooperation, and Integration
Rikard Larsson, Lund U.
Sven-Olof Collin, Lund U.
Ulf Elg, Lund U.
Ulf Johansson, Lund U.

Organizational Location Decisions: Competition, Learning, and Strategy in Tokyo Banking, 1894-1936
Henrich R. Greve, U. of Tsukuba

The Competitive Dynamics of Status and Niche Width: The U.S. Investment Banking Industry, 1920-1950
Douglas Y. Park, Hong Kong U. of Science and Technology

The Effects of Contract Type on Performance Outcomes: A Transaction Cost Theory Approach
Terry R. Adler, U. S. Air Force Institute of Technology
Robert F. Scherer, Wright State U.
Sidney L. Barton, U. of Cincinnati
Ralph Katerberg, U. of Cincinnati

Alliances and Networks
Joint symposium sponsored by BPS & OMT

Friendship in Organizations: How and Why It Matters
Joint symposium sponsored by OB, ODC & OMT

Shared Interest Track on Effects of Interpersonal Trust
Papers from BPS, CM, OB & OMT

Shared Interest Track on Cooperation in Competition and Vice Versa
Papers from BPS, CM, HCM & OMT

Interactive Paper Session
Papers from BPS, MH, OMT & SIM

Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research
Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.

Showcase symposium sponsored by ODC, OMT & RM
**Transformation, Tradition, and the Issues of Justice**

*Chair*
Peter Robertson, U. of Southern California

*Discussants*
Miriam Y. Lacey, Pepperdine U.
William M. Verdi, City U. of New York

*Why Intrapreneurs Arise From Organizational Transformation*
Warren Thomas Ritchie, U. of North Carolina, Chapel Hill

*The Enabling Role of Tradition in Technological Change*
John R. Austin, Boston College

*Planned and Emergent Structures: Process and Outcomes of a Successful Reengineering Effort*
Robert L. Cross, Boston U.
Aimin Yan, Boston U.

*Social Accounts in Organizational Change: Articulating Justice*
Anthony T. Cobb, Virginia Polytechnic Institute and State U.
Kevin C. Wooten, U. of Houston, Clear Lake

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**Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing**

*Joint symposium sponsored by ODC, ONE & SIM*

**Opening the Black Box of Organizational Demography: Current Research Advances**

*Joint symposium sponsored by GDO, HR & ODC*

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**Radical Change (Revolution), Strategic Renewal, and Landmarks of Change**

*Chair*
Terry Armstrong, U. of West Florida

*Discussants*
Robert P. Steel, U. S. Air Force Institute of Technology
Daniel J. Svyantek, U. of Akron

*Radical Organizational Change: The Role of Starting Conditions, Competition, and Leaders*
Karen L. Newman, Georgetown U.

*Framework for Strategic Renewal in Large European Firms*
Martin W. Wielemaker, Erasmus U., Rotterdam
Tom Elfring, Erasmus U., Rotterdam
Henk W. Volberda, Erasmus U., Rotterdam

*Incremental Revolution: Organizational Change in Highly Turbulent Environments*
Linda F. Edelman, Boston U.
Anne Louise Benning, Boston U.

*Points of View That Engender Resistance to Change*
Jeffrey D. Ford, Ohio State U.
Laurie W. Ford, Critical Path Consultants
Randall T. McNamara, Landmark Education Corporation

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**Europe 2000: The Impact of Traditions and Environmental Changes on Business Practice**

This symposium provides new information about a number of critical managerial issues concerning business practice in Europe: differences in work-related values between Western and Eastern European countries, the most important macroenvironmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers, etc.

*Showcase symposium sponsored by MC, MED & ODC*

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**The Transformation of Health Care Systems: Emergent Organizational Forms and Processes**

*Joint symposium sponsored by HCM & ODC*
10:40 am - 12:00 pm
Westin Harbor A&B

Shared Interest Track on Organizational Downsizing
Papers from OB, ODC & OMT

2:30 pm - 3:50 pm
Marriott South Marina D

Organizing as if Creativity Really Mattered
Joint symposium sponsored by ODC & OMT

2:30 pm - 3:50 pm
Marriott North San Diego B

Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational
Joint symposium sponsored by MC, ODC & RM

2:30 pm - 3:50 pm
Marriott North San Diego C

Educational and Organizational Change Through Distance Learning: DELIVERING What Matters Most for the U.S. Postal Service and Benedictine University
Joint symposium sponsored by MED & ODC

2:30 pm - 3:50 pm
Westin California B

How Much Diversity Can a Team Take? A Cognitive Approach
Joint symposium sponsored by MOC, OB & ODC

4:10 pm - 5:30 pm
Westin Plaza B&C

Invited Address
Distinguished Speaker
Jerry Porras, Stanford U.

4:10 pm - 5:30 pm
Marriott South Marina F

Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research
Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.
Showcase symposium sponsored by ODC, OMT & RM

4:10 pm - 5:30 pm
Marriott North Balboa

Appreciative Inquiry: Capturing What Matters Most--A Review and Assessment
Joint symposium sponsored by MC, MED & ODC

4:10 pm - 5:30 pm
Westin California A

Friendship in Organizations: How and Why It Matters
Joint symposium sponsored by OB, ODC & OMT

5:30 pm - 6:30 pm
Westin Plaza B&C

Shared Interest Track on Impression Management
Papers from OB, OCIS & ODC

6:30 pm - 8:30 pm
Westin Presidio

Business Meeting
Division Chair
Caren Siehl, Thunderbird

Organizational Behavior

8:30 am - 10:20 am
Westin California B

Psychological Contracts Are Local: International Perspectives on the Employment Relationship
This symposium is a panel discussion by over a dozen scholars actively involved in developing theory and research on psychological contracts across several countries. The objective of the session is to stimulate thought and discussion regarding the impact of societal factors on psychological contracts in employment.
Showcase symposium sponsored by HR, IM & OB

8:30 am - 10:20 am
Convention Center 16B

GLOBE -- A 60 Nation Study of Culture and Leadership: Multiple Methodologies and Initial Findings
Joint symposium sponsored by IM, OB & OMT
TUESDAY

8:30 am - 10:20 am
Westin
Coronado

Self-Efficacy

Chair
Mary F. Sully de Luque, U. of Nebraska

Discussant
Robert Billings, Ohio State U.

A Longitudinal Field Investigation of the Development of Self-Efficacy During Training
Walter D. Davis, Georgia Institute of Technology
Donald B. Fedor, Georgia Institute of Technology
Charles K. Parsons, Georgia Institute of Technology
David M. Herold, Georgia Institute of Technology

Investigating Equity Sensitivity as a Moderator of Relations Between Self-Efficacy and Work-Place Attitudes
Bonnie S. O’Neill, U. of Wisconsin, Milwaukee
Mark A. Mone, U. of Wisconsin, Milwaukee

A Social Cognitive Model for Organizational Behavior Theory and Application
Fred Luthans, U. of Nebraska
Alexander D. Stajkovic, U. of California, Irvine

A Rose by Any Other Name: An Integration of Expectancy and Self-Efficacy
Debra Gray Boyd, Ohio State U.
Steven H. Cady, Bowling Green State U.

New Approaches to the Role of Leadership in Team Environments: Exploring What Matters Most for Work Team Effectiveness
Symposium

Chair
Paul E. Tesluk, Tulane U.

Discussant
Susan Albers Mohrman, U. of Southern California

Supportive Leadership in Organizations Implementing Teams
Mark Griffin, U. of Queensland
Malcolm Patterson, U. of Sheffield
Michael West, U. of Sheffield

Is There Room for Leadership in the Prediction of Work Group Effectiveness?
Charlotte Gerstner, Applied Psychological Techniques

What Really Matters? An Analysis of the Relative Importance of Leaders’ Design Choices and Their Hands-On Coaching of Teams
Ruth Wageman, Columbia U.

Measurement Challenges for Job Stress Researchers
Joint symposium sponsored by OB & RM

An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations
Joint symposium sponsored by CM, OB & SIM

Charismatic and Transformational Leadership: Advances in Empirical Research
Symposium

Chair
Jay A. Conger, U. of Southern California

Discussant
Morgan McCall, U. of Southern California

Distance From the Leader and Levels of Followership: The Inner Circle, the Outer Circle, and the Leader as Follower
Boas Shamir, Hebrew U.
Eliav Zakay, Israel Defense Forces
Esther Breinin, Israel Defense Forces
Micha Popper, U. of Haifa

Predictors, Mediators, and Moderators of the Transformational Leadership and Performance Relationship
Bruce J. Avolio, State U. of New York, Binghampton
Jane M. Howell, U. of Western Ontario
Derrick Neufeld, U. of Manitoba

Charismatic Leadership and Follower Outcome Effects
Jay A. Conger, U. of Southern California
Rabindra N. Kanungo, McGill U.
Sanjay T. Menon, Clarkson U.
10:40 am - 12:00 pm
Westin Coronado

**Self-Managing Work Teams**

*Chair*
John A. Wagner III, Michigan State U.

*Discussant*
Stanley M. Gully, Rutgers U.

**Effective Leadership of Self-Managing Teams: Behaviors and Cognitions That Matter Most, and the Contextual Issues That Support Them**
Vanessa Urch Druskat, Case Western Reserve U.
Jane Virginia Wheeler, Case Western Reserve U.

**Performance, Efficacy, and Conflict Management in Self-Managing Work Teams**
Steve Alper, CNR Health Inc.
Dean Tjosvold, Lingnan College / Simon Fraser U.
Kenneth S. Law, Hong Kong U. of Science and Technology

**Strategy Formation in Empowered Work Groups**
Elizabeth Weldon, Hong Kong U. of Science and Technology

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10:40 am - 12:00 pm
Westin California B

**Understanding ‘Dirty Work’: How Individuals Pursue Meaning in Stigmatized Occupations**
Hughes (1958) defined ‘dirty work’ as tasks that are physically, socially or morally tainted, such as the work performed by sewer workers, prison guards, and exotic dancers. The focal question we address is how do individuals performing dirty work secure and sustain salutary meaning in the face of such strong stigma?

*Showcase symposium sponsored by MOC, OB & OMT*

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10:40 am - 12:00 pm
Convention Center 15B

**Bridging Levels of Analysis: The Importance of Individuals in International Strategic Alliances**

*Joint symposium sponsored by IM, OB & OMT*

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10:40 am - 12:00 pm
Convention Center 16B

**The Influence of Cross-Cultural Factors on Information Seeking Activities**

*Joint symposium sponsored by IM & OB*

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Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes

*Joint symposium sponsored by GDO, OB & RM*

Organizational Justice: Rethinking, Reconstructing, and Revitalizing a Construct at the Crossroads

*Joint symposium sponsored by HR & OB*

Job Loss, Coping, and Reemployment

*Joint symposium sponsored by CAR & OB*

Shared Interest Track on Prejudice in the Workplace

*Papers from CM, GDO, HR & OB*

Shared Interest Track on Organizational Downsizing

*Papers from OB, ODC & OMT*

Sensemaking in Complex Cultures

*Joint symposium sponsored by IM & OB*

Assessing the Impact of Trust: Divergent Approaches, Converging Understandings

*Joint symposium sponsored by MOC & OB*

How Much Diversity Can a Team Take? A Cognitive Approach

*Joint symposium sponsored by MOC, OB & ODC*
2:30 pm - 3:50 pm
Westin
Santa Fe

**Collective Efficacy and Norms in Work Teams**

*Chair*
Howard J. Klein, Ohio State U.

*Discussant*
Richard Saavedra, U. of Michigan

*The Rise of Shared Perceptions: A Multilevel Analysis of Collective Efficacy*
Carl B. Watson, U. of Michigan
Martin M. Chemers, U. of California, Santa Cruz

*Understanding Group Potency and Collective Efficacy: Measurement, Level of Analysis, and Performance Feedback*
Dong I. Jung, San Diego State U.
John J. Sosik, Pennsylvania State U., Great Valley

*The Influence of Demographic Composition on the Emergence and Consequences of Collectivistic Norms in Work Teams*
Jennifer A. Chatman, U. of California, Berkeley
Francis J. Flynn, U. of California, Berkeley

2:30 pm - 3:50 pm
Westin
Balboa

**Determinants of Employee Initiative**

*Chair*
Linda Hoopes, ODR, Inc.

*Discussant*
Jeffrey B. Vancouver, Ohio U.

*Conference Proceedings Paper*
*Taking Charge at Work: Understanding Voluntary Change Initiative*
Elizabeth Wolfe Morrison, New York U.
Corey Phelps, New York U.

*Toward a Theoretical Model of Extra-Role Work Behavior*
Diane E. Johnson, U. of Alabama, Tuscaloosa
Amir Erez, U. of Florida

*High Involvement Work Processes: Linking Employee Perceptions and Organizational Practice*
Robert J. Vandenberg, U. of Georgia
Hettie A. Richardson, U. of Georgia
Lorrina J. Eastman, Holiday Inn Worldwide

4:10 pm - 5:30 pm
Westin
Santa Fe

**Bringing the ‘Social’ Back in: Network Perspectives on Organizational Cognition**

*Joint symposium sponsored by MOC, OB & OMT*

2:30 pm - 3:50 pm
Westin
California C

**Shared Interest Track on Openness to Intellectual Diversity**

*Papers from CM, MOC, OB & OMT*

2:30 pm - 3:50 pm
Westin
Harbor A&B

**Shared Interest Track on Learning to Do Mergers and Acquisitions**

*Papers from BPS, IM, MOC & OB*

2:30 pm - 3:50 pm
Westin
Coronado

**Group Processes**

*Chair*
Monica L. North, U. of New Mexico

*Discussant*
Laurie R. Weingart, Carnegie Mellon U.

*Conference Proceedings Paper*
*Creating Opportunities for Change: How Formal Problem Solving Interventions Work*
Gerardo A. Okhuysen, U. of Texas, Dallas
Kathleen M. Eisenhardt, Stanford U.

*Transactive Memory in Work Groups: The Impact of Knowing Who Knows What*
Andrea B. Hollingshead, U. of Illinois, Urbana-Champaign
Andrew Krugh, U. of Illinois, Urbana-Champaign

*Exploring Encoding Roles in Transactive Memory Development*
Diane Liang Rulke, U. of Minnesota
Devaki Rau, U. of Minnesota
**Transformational Leadership**

*Chair*
Ramon J. Aldag, U. of Wisconsin

*Discussant*
Walter W. Tornow, Center for Creative Leadership

*All Fired Up to Perform? Transformational Leadership, Self-Efficacy, Group Cohesiveness, Performance, and Commitment in a Fire Rescue Organization*
Rajnandini Pillai, U. of Miami
Ethlyn A. Williams, U. of Miami

*An Empirically Based Extension of the Transformational Leadership Construct*
Vicki L. Goodwin, U. of North Texas
J. C. Wofford, U. of Texas, Arlington
J. Lee Whittington, Texas Wesleyan U.

*Transformational Leadership and Value System Congruence of Subordinates*
Venkat R. Krishnan, Xavier Labour Relations Institute

*The Relative Contributions of Transformational and Transactional Leadership to Team Climate and Innovation Performance*
Jack Kee Hock Loo, Lincoln U.
Jeff C. Kennedy, Lincoln U.
David L. Dean, Lincoln U.
Daniel A. Sauers, Lincoln U.

**Friendship in Organizations: How and Why It Matters**

*Joint symposium sponsored by OB, ODC & OMT*

**New Directions in Work-Family Research: Advances and Paradoxes**

*Joint symposium sponsored by CAR, GDO & OB*

**Kissing the Company Man Good Bye: Research Into the Changing Nature of the Employer-Employee Relationship**

*Joint symposium sponsored by CAR, CM & OB*

**Shared Interest Track on Workplace Violence, Fear, and Revenge**

*Papers from MC & OB*

**Shared Interest Track on Effects of Interpersonal Trust**

*Papers from BPS, CM, OB & OMT*

**Shared Interest Track on Impression Management**

*Papers from OB, OCIS & ODC*

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**Organizational Communication & Information Systems**

9:00 am - 10:20 am
Marriott North Manchester 2

**Attitudes and Adoption for Advanced Communications/Technology**

*Chair*
Lisa J. Gebhardt, Arizona State U.

*Discussants*
Lisa J. Gebhardt, Arizona State U.
Pamela Specht, U. of Nebraska
Carol Stoak Saunders, Southern Illinois U., Carbondale

*Winner of OCIS Division Top Student Paper Award*

*Following the Crowd (or, Doing What I Think Others Think I Should Do): Social Influence and Distance Education Technology Usage*
Sharon L. Segrest, Florida State U.
Darla J. Domke-Damonte, Florida State U.
Angela K. Miles, Florida State U.
William P. Anthony, Florida State U.

*The Antecedents and Consequences of I.T. Acceptance: A Case of an Underdeveloped Country*
Murugan Anandarajan, Saint Joseph’s U.
Magid Igbaria, Claremont Graduate U.
Uzoamaka P. Anakwe, Pace U.
Bay O. Arinze, Drexel U.

*Attitudes Toward Videoconference-Based Training: The Role of Expectations*
Derek Chapman, U. of Waterloo
Jane Webster, U. of Waterloo
Interactive Paper Session  
*Papers from BPS, MED, OCIS & OMT*

**Group Decision and Negotiation Support Systems: Implementation, Constraints, After-Effects**  
*Chair*  
Edward W. Christensen, Monmouth U.  
*Discussants*  
Edward W. Christensen, Monmouth U.  
Manju K. Ahuja, Florida State U.  
George Widmeyer, U. of Michigan

**Conference Proceedings Paper**  
Participation Constraints on the Adoption of Fully Automated Negotiation  
Barry Blecherman, Polytechnic U.

**Conference Proceedings Paper**  
Alignment of System and Structure in the Implementation of Group-Decision Support Systems  
M. Scott Poole, Texas A&M U.  
Michele Jackson, Florida State U.  
Laurie Kirsch, U. of Pittsburgh  
Gerardine DeSanctis, Duke U.

**Second-Order Effects of GSS Use and the Role of Change Management**  
Katherine M. Chudoba, U. of Virginia  
C. Suzanne Iacono, Boston U.  
Susan J. Winter, Florida Atlantic U.

What Have We Learned About (Organizational) Communication From our Studies of Information Systems?  
*Chair*  
Joseph Walther, Rensselaer Polytechnic Institute  
*Panel*  
Ilze Zigurs, U. of Colorado, Boulder  
M. Scott Poole, Texas A&M U.  
Noshir Contractor, U. of Illinois, Urbana-Champaign  
Daniel Robey, Georgia State U.

Collateral Processes in Information and Communication Exchange: Antecedent and Contextual Factors  
*Chair*  
William Sharborough, Citadel  
*Discussants*  
William Sharborough, Citadel  
Brian Butler, Carnegie Mellon U.  
J. D. Eveland, California School of Professional Psychology

Antecedents to the Acceptance of Peer Feedback  
Sonia Calado, Federal U. Pernambuco  
Edward W. Miles, Georgia State U.

Carpe Diem: The Role of Time and Timing in Organizational Communication  
Wanda J. Orlikowski, Massachusetts Institute of Technology  
JoAnne Yates, Massachusetts Institute of Technology

Provoking Thought: The Effect of Situational Factors in Information-Processing Activities  
John Stephan, State U. of New York, Buffalo

Finding Out About What Matters Most: Perceived Environmental Uncertainty and Information Sourcing by Chief Executives in Pre-1997 Hong Kong  
Maris G. Martinsons, City U. of Hong Kong

Looking to the Future: How Advanced Technologies Are Reshaping Organizations  
This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.

*Showcase symposium sponsored by BPS, OCIS & TIM*

Shared Interest Track on Impression Management  
*Papers from OB, OCIS & ODC*
ORGANIZATIONS & THE NATURAL ENVIRONMENT

9:00 am - 10:20 am  
Marriott South  
Marina D

Capitalist Pigs: A Staged Reading of a Play as an Attempt at Aesthetic Theorizing

Joint symposium sponsored by ODC, ONE & SIM

9:00 am - 10:20 am  
Marriott South  
Torrance

Shared Interest Track on Firm Regulation and Adaptation

Papers from ONE, PNS & SIM

10:40 am - 12:00 pm  
Marriott South  
Leucadia

Environmental Performance and Competitiveness: Getting Inside the Causal Chain

Chair
Harrie Vredenburg, U. of Calgary

Discussant
Michael V. Russo, U. of Oregon

Effects of ‘Best Practices’ of Environmental Management on Firm Competitiveness: The Role of Firm Resources and Capabilities
Petra Christmann, U. of Virginia

Small Manufacturer Innovation: Pollution Prevention, Competitive Scanning, and Quality
William McEvily, Carnegie Mellon U.  
Alfred Allen Marcus, U. of Minnesota

Stock Market Reaction to Announcements of Firm Activities Involving the Natural Environment: The Role of Event Favorability and Prior Reputation
Kimberly Michelle Ellis, Florida State U.

Conference Proceedings Paper Winner of ONE Division Best Paper Award

Corporate Global Environmental Standards: Altruism or Value Added?
Glen Dowell, U. of Michigan  
Stuart Hart, U. of North Carolina, Chapel Hill  
Bernard Yeung, U. of Michigan

2:30 pm - 3:50 pm  
Convention Center  
17B

4:10 pm - 6:00 pm  
Marriott South  
Marina D

Interactive Paper Session

Papers from BPS, ENT, ONE & PNS

TUESDAY

Strategic Partnerships for Sustainability

Chair
Iain Clelland, U. of Tennessee, Knoxville

Discussant
Frances R. Westley, McGill U.

Diane L. Swanson, Kansas State U.

Interfirm Cooperation in Life-Cycle Oriented Environmental Management: Examples and a Conceptual Framework
Mark P. Sharfman, U. of Oklahoma  
Teresa M. Shaft, U. of Tulsa  
Rob Anex, U. of Oklahoma  
Rex T. Ellington, U. of Oklahoma  
Mark Meo, U. of Oklahoma  
Ralph Meima, International Institute for Industrial Environmental Economics
Knud Sinding, Aarhus School of Business

Corporate Strategies and the Environment
Alan M. Rugman, U. of Oxford / U. of Toronto

A Rhetorical Balancing Act: Partnerships Between Business and Environmentalists
Sharon M. Livesey, Fordham U.

Shared Interest Track on Organizational Learning

Papers from BPS, OMT & ONE

Toward Eco-Humanism

Joint symposium sponsored by GDO, ONE & SIM

Social Hour
Sponsored by U. of California, Santa Barbara, Bren School of Environmental Science and Management
Human Resource Issues in Different Nations

Chair
Norman B. Bryan, Georgia State U.

Discussants
Thomas J. Pavlak, Fairleigh Dickinson U.
Mary E. Taber, U. of Illinois, Urbana-Champaign

An Exploratory Analysis of Retirement Plan Choice
James Hamilton Dulebohn, U. of Texas, San Antonio
Brian Murray, U. of Texas, San Antonio

Sectoral Differences in the Experience of Job Insecurity: The Case of Israel School Teachers
Ayalla Ruvio, U. of Haifa
Zehava Rosenblatt, U. of Haifa

The Impact of Sex-Role Prototypes in Evaluating Presidential Candidates: Can We Call Bill Clinton a ‘Good President’?
D. Anthony Butterfield, U. of Massachusetts
James Paul Grinnell, U. of Massachusetts

Conference Proceedings Paper
The Psychological Contract in the UK Public Sector: Employer and Employee Obligations and Contract Fulfillment
Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Science
Ian Kessler, U. of Oxford

What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996
Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy’s recent history.

Showcase symposium sponsored by MH, PNS & TIM
The Public/Private Distinction in Structural Analysis: Do the Usual Legal Categories Make Sense?
Richard Chackerian, Florida State U.
Paul Mavima, Florida State U.
Hal G. Rainey, U. of Georgia

Strategic Planning Approaches in the Federal Government: Lacking a Good Fit With the Political Context
Nancy Roberts, U. S. Naval Postgraduate School

Shared Interest Track on Processes of Institutionalization
Papers from OM, OMT & PNS

Organizational Action and Implementation
Chair
Robert D. Hamilton III, Temple U.
Discussants
Lisa R. Berlinger, Yale U.
Charles Booth, U. of West England

Comprehensive Administrative Reform Implementation Success: The Role of Institutional Conditions, Synergy, and Tradeoff
Richard Chackerian, Florida State U.
Paul Mavima, Florida State U.

Intergovernmental Policy Implementation: Examining Interorganizational Networks and Measuring Network Performance
Mark T. Imperial, Indiana U., Bloomington

Reinvention Laboratories as Change Agents in the U.S. Department of Defense
Mark T. Green, Willamette U.
Lawrence R. Jones, U. S. Naval Postgraduate School
Fred Thompson, Willamette U.

Conference Proceedings Paper
The Impact of Macro-Organizational Variables on Leadership Effectiveness Models: An Examination of Leadership in Private and Public Organizations
Robert Hooijberg, Rutgers U.
Jaepil Choi, Rutgers U., Newark

Theoretical Assumptions and Conceptual Underpinnings of Methods
Chair
Karen D. Locke, College of William and Mary
Discussants
Mark B. Gavin, Oklahoma State U.
K. Matthew Gilley, James Madison U.
Mary Yoko Brannen, U. of Michigan
Wilfred J. Zerbe, U. of Calgary

Collective Constructs in the Organizational Sciences: An Essay on Their Structure and Function
Frederick Phillip Morgeson, Texas A&M U.
David A. Hofmann, Texas A&M U.

Winner of Sage Publications/RM Division Best Student Paper Award
Dealing With Time in Social Inquiry: A Tension Between Method and Lived Experience
Michel Avital, Case Western Reserve U.

John Kimberly, U. of Pennsylvania / INSEAD
Hamid Bouchikhi, ESSEC
Philip Rosenzweig, IMD

Reconstructing Reflective Inquiry
Ann L. Cunliffe, U. of New Hampshire

Measurement Challenges for Job Stress Researchers
Joint symposium sponsored by OB & RM

Using Realistic Stimulus Materials to Study Sexual Harassment Decisions: Some Expected and Unexpected Outcomes
Joint symposium sponsored by GDO, OB & RM
10:40 am - 12:00 pm
Marriott North
Columbia 2

Shared Interest Track on Management Discourse
Papers from GDO, OMT & RM

2:30 pm - 3:50 pm
Marriott North
San Diego B

Organizational Storytelling II: Narrative and the Case of a High-Tech Organizational
Joint symposium sponsored by MC, ODC & RM

2:30 pm - 3:50 pm
Marriott North
Columbia 2

Shared Interest Track on Cognitive Processes in Decision Making
Papers from BPS, MOC & RM

4:10 pm - 5:30 pm
Marriott South
Marina F

Tapping the Artist in Us All: The Aesthetic and Poetic in Organizational Research
Innovative approaches to organizational research are being developed in response to the postmodern turn. This symposium is designed to critically explore artistic approaches to the study of organizations. Participants will present and then discuss a variety of creative research methods, including poetry, expressive writing, drawing, and photo montage.

Showcase symposium sponsored by ODC, OMT & RM

9:00 am - 10:20 am
Marriott South
Marina D

Stakeholders, Shareholders, and Managers
Chair: Bradley R. Agle, U. of Pittsburgh
Discussants:
Kenneth E. Bass, East Carolina U.
Philip L. Cochran, Pennsylvania State U.

Social and Traditional Investment: Stakeholder and Performance Characteristics
Sandra Waddock, Boston College
Samuel B. Graves, Boston College
Renee Górska, GE Capital

Stakeholder Relations and Shareholder Wealth Creation: Theory and Evidence
Amy J. Hillman, Michigan State U.
Gerry Keim, Texas A&M U.

Opening the Black Box of Shareholder Motivation: Implications for Corporate Governance and Management Theory
Lori Verstegen Ryan, U. of Georgia
Ann K. Buchholtz, U. of Georgia

Getting Real: Stakeholder Theory, Managerial Practice, and the General Irrelevance of Fiduciary Duties Owed to Shareholders
Richard S. Mares, U. of Washington
Andrew C. Wicks, U. of Washington

9:00 am - 10:20 am
Westin California C

An Eye for an Eye, or Turn the Other Cheek: Revenge and Forgiveness in Organizations
Joint symposium sponsored by CM, OB & SIM

9:00 am - 10:20 am
Marriott South
Torrance

Shared Interest Track on Firm Regulation and Adaptation
Papers from ONE, PNS & SIM

10:40 am - 12:00 pm
Marriott South
Santa Rosa

The Stakeholder Model of the Firm
Chair: Diane L. Swanson, Kansas State U.

Discussants:
Ronald K. Mitchell, U. of Victoria
Melissa Baucus, Utah State U.

Conference Proceedings Paper
Normative Stakeholder Theory: Toward a Conception of Stakeholder Legitimacy
Robert Phillips, Georgetown U.
Who Wants: A Multidimensional Stakeholder Mapping Framework
Jeffrey L. Cummings, George Washington U.
Michael D. Kull, George Washington U.
Jonathan P. Doh, American U.

A Logic of Stakeholder Reasoning
Duane Windsor, Rice U.

Reshaping the Management Education Paradigm: A New Focus on Ethics, Public Policy, and Society
Co-Chairs
Lawrence J. Lad, Butler U.
Kathryn S. Rogers, Pitzer College

What Matters Most: Religious Beliefs and the Workplace
From the days of the Puritans, religious beliefs played a significant role in the formation of American business values. This symposium examines the evolution and impact of Judeo-Christian religious beliefs on our search for what matters most in our daily working lives. Religious beliefs are looked at from historical, ethical, and legal perspectives.

Showcase symposium sponsored by HR, MH & SIM

Interactive Paper Session
Papers from BPS, GDO, IM & SIM

Business Meeting and Division Chair's Address

Co-Chairs
James Weber, Duquesne U.
Stephanie Lenway, U. of Minnesota

The Social Issues in Management Division and the New Millennium: Three Scenarios for the Future
Stephanie Lenway, U. of Minnesota

Discussant
Sandra Waddock, Boston College

Award Presentations

SIM Book Award
Bradley R. Agle, U. of Pittsburgh

Doctoral Dissertation Award
Kathleen Getz, American U.

Best Paper Award
Gary R. Weaver, U. of Delaware

Sumner Marcus Award
Sandra Waddock, Boston College

Toward Eco-Humanism
Joint symposium sponsored by GDO, ONE & SIM

Interactive Paper Session
Papers from BPS, MH, OMT & SIM

Social Hour
Tacit Knowledge Across Borders and Cultures: What Is It? Can It Be Transferred? Can It Be Measured? Can It Be Managed?

Global Technology Management

Chair
Mary Tripsas, U. of Pennsylvania

Discussant
Nile W. Hatch, U. of Illinois, Urbana-Champaign

Steven White, Hong Kong U. of Science and Technology
Xielen Liu, Chinese National Research Center for Science and Technology
Wei Xie, Tsinghua U.

Firms’ Strategies in the Global Innovation System: Knowledge Sharing in the Flat Panel Display Industry
Jennifer W. Spencer, U. of Houston

Innovation in the MNE With Globally Dispersed R&D: Knowledge Utilization and Accumulation
Prescott Colvin Ensign, U. of Western Ontario

Conference Proceedings Paper Winner of TIM Division Best Paper Runner-Up Award

Overcoming a Standard Bearer’s Challenges to NEC’s Personal Computer in Japan
David T. Methe, Kobe U.
Junchiro Miyabe, Nomura Research Institute
Ryoko Toyama, U. of Michigan

What Mattered Most at the Academy of Management: The Presidents Speak, 1951-1996
Five past presidents of the Academy of Management review key issues that mattered most during the time they were president. The panel, consisting of William Newman (1951), Paul Gordon (1969), John Miner (1978), Kathryn Bartol (1985), and Richard Mowday (1996), covers 45 years of the Academy’s recent history.

Conference Proceedings Paper Winner of TIM Division Best Student Paper Award

Explaining the Source and Tempo of Technological Variation: Recombinant Learning and Exhaustion in Technological Evolution
Lee Fleming, Stanford U.

Jeho Lee, U. of Texas, Dallas

Understanding the Origins of Discontinuous Technological Change: An Evolutionary Model
Mary Tripsas, U. of Pennsylvania

The Resource-Based View and Transnational Technology Management

Joint symposium sponsored by BPS, IM & TIM

What Matters Most: Rethinking Formalization and Innovation

Joint symposium sponsored by OMT & TIM
Sharong  Knowledge Across Boundaries and Borders

Chair
Paul A. Fouts, Golden Gate U.

Discussant
Paul Almeida, Georgetown U.

How Firms Can Benefit From Collaborating Within an R&D Consortia
Caroline Mothe, Paris X Nanterre U. Bertrand Vital Quelin, HEC, Montreal

International Research Alliance in Superconductivity: A Case of Access to Knowledge
Sally Davenport, Victoria U., Wellington Aaron Miller, Victoria U., Wellington

Knowledge Flows in the Global Innovation System: Do U.S. Firms Share More Scientific Knowledge Than Their Foreign Rivals?
Jennifer W. Spencer, U. of Houston

The Structure of Advice Sharing Among Software Companies
Cathleen A. McGrath, Carnegie Mellon U.

Advancements in Measuring Technological Change
Joint symposium sponsored by BPS & TIM

Spanning Knowledge Boundaries in Managing Technology
Joint symposium sponsored by BPS & TIM

Getting the Most Out of Technology: Towards a Theory of Technical Support
Amit Das, Nanyang Technological U.

Handling Uncertainty and Ambiguity During the Innovation Process: The Need to Better Understand the Design of Interaction Strategies in Innovative Settings

Tag Team Champions: An Integrative Analysis of Champions and the Process of Technological Innovation
Jorge Carrillo, Concordia U. Susan Elizabeth Reid, Concordia U.

Looking to the Future: How Advanced Technologies Are Reshaping Organizations
This symposium explores how advanced technologies are influencing business and educational organizations. Panelists will describe major trends related to advanced technologies and their current effects on organizations. In addition, the presenters will discuss their visions of anticipated advances in technology, and how they are likely to shape future organizations.

The Dynamics of Long-Term Competitive Advantage: A Comparison of the Chemical Industries in the U.S., Britain, Germany, and Japan since 1850
Joint symposium sponsored by BPS & TIM
OTHER MEETINGS

6:30 pm - 8:30 pm  Human Relations Reviewer Reception
Marriott North
Columbia 1&2

Coordinator
Tamar Jeffers, Tavistock Institute

6:30 pm - 7:30 pm  Academy Fellows Reception and Dinner
Offsite

Presiding
Arthur G. Bedeian, Louisiana State U.
# Wednesday, August 12

## All-Convention Activities

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
<th>Location</th>
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<tr>
<td>9:00 am - 12:00 pm</td>
<td>Registration</td>
<td>Marriott North</td>
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<td>Executive Director</td>
<td>Marriott Hall</td>
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<td>Nancy Urbanowicz, Academy of Management</td>
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<td>9:00 am - 12:00 pm</td>
<td>What Are the Benefits of Membership? Do You Need to Update Your Membership Information? Would You Like to Get Involved?</td>
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<td>Carolyn Wiley, Georgia State U.</td>
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<td>9:00 am - 12:00 pm</td>
<td>Exhibits</td>
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<td>Director of Publisher Relations and Exhibits Coordinator</td>
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<td>Philip B. Stone, GT Enterprises</td>
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<td>Refreshment break at 10:00 am sponsored by Prentice Hall</td>
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<td>9:00 am - 12:00 pm</td>
<td>Placement</td>
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<td>Charlotte Sutton, Auburn U.</td>
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## All-Academy Symposia: “What Matters Most”

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<th>Time</th>
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<td>9:00 am - 10:20 am</td>
<td>Teaching Matters More: Ways to Revolutionize Management Education</td>
<td>Marriott South</td>
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<td>Research now matters most. Teaching has to matter more.</td>
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<td>It is time to engage in revolutionary redesign.</td>
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<td>Three unusual programs will be discussed: An M (</td>
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<td>Masters of Philosophy in Critical Management, in England)</td>
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<td>a B (highly specialized business degrees in France),</td>
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<td>Henry Mintzberg, McGill U.</td>
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<td>Jonathan Gosling, Lancaster U.</td>
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<td>Pierre Batteau, Institut d’Administration des Entreprises</td>
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<td>Nancy Badore, Executive Development</td>
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<td>10:40 am - 12:00 pm</td>
<td>Management Issues in Recently Opened Economies</td>
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<td>This symposium examines the extent to which existing</td>
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<td>management theory and research, most of which has</td>
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<td>been U.S. based, is applicable to the needs and problems</td>
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<td>of newly opened economies in much of Latin America,</td>
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<td>parts of Europe, and Asia. As organizations in those</td>
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<td>countries face privatization and deregulation they</td>
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<td>for which our existing paradigms are ill-prepared to</td>
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<td>Co-Chairs</td>
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<td>Julio O. De Castro, U. of Colorado, Boulder</td>
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<td>Luis R. Gomez-Mejia, Arizona State U.</td>
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<td>German Otalora-Bay, EGADE ITESM, Monterey</td>
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<td>John D. Daniels, U. of Richmond</td>
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<td>Michael A. Hitt, Texas A&amp;M U.</td>
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<td>Robert E. Hoskisson, U. of Oklahoma</td>
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<td>Mauro Gillen, U. of Pennsylvania</td>
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<td>Ravi Ramamurti, Northeastern U.</td>
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SHOWCASE SYMPOSIUMS

9:00 am - 10:20 am
Marriott South
Marina F

Research on Women at the Top: Theory Is What Matters Most
What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.

Showcase symposium sponsored by BPS, ENT & GDO

Chair
Diana Bilimoria, Case Western Reserve U.

Discussant
Mary Mattis, Catalyst, Inc.

The Gender of Trust and Director Recruitment to Corporate Boards
Dafna Izraeli, Bar-Ilan U., Ramat-Gan
Ilan Talmud, Bar-Ilan U., Ramat-Gan

Women on Canadian Corporate Boards of Directors: Numbers, Process, and Impact
Ronald J. Burke, York U.

The Business Case for Women Corporate Directors
Diana Bilimoria, Case Western Reserve U.

An Examination of Influences on Board Status for Nonexecutive and Executive Women
Zena Burgess, Swinburne U. of Technology
Phyllis Tharenou, Monash U.

How Women Directors Challenge Existing Theories of Boards of Directors
Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research

Women’s Entrepreneurship: A Question of Gender
Carin Holmquist, Umea U.
Elisabeth Sundin, Liukrping U.
The 'New Employment Contract' and Organizational Performance: Some Dare to be Different
Jeffrey Pfeffer, Stanford U.

Wanted: A Construct With More Generality Than OCB
Dennis W. Organ, Indiana U., Bloomington

A Study in Contrasts: Independent Contractors in Industrial Settings and Adjunct Faculty in Universities
Denise M. Rousseau, Carnegie Mellon U.

9:00 am - 10:20 am
Marriott North
San Diego B

The Global Manager as a Corporate Diplomat
The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.

Showcase symposium sponsored by BPS, IM & MED

Co-Chairs
Geert Hofstede, U. of Maastricht / Tilburg U.
Raymond A. Saner, Centre for Socio-Eco-Nomic Development

Discussant
Rosalie L. Tung, Simon Fraser U.

Role Repertoire of Global Managers Across Cultures
Mikael Sondergaard, Odense U.

Hybrid Cognitive-Perceptual Ability: Requisite for Global Managers
Lichia Yiu, Organisational Consultants, Ltd.

Corporate Diplomats: Lessons to Be Learnt From Diplomacy
Raymond A. Saner, Centre for Socio-Eco-Nomic Development

10:40 am - 12:00 pm
Marriott South
Marina F

Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models
The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.

Showcase symposium sponsored by MED, PNS & SIM

Chair
Amy L. Kenworthy, U. of North Carolina, Chapel Hill

Discussant
Edward Zlotkowski, American Association for Higher Education

Presenters
Amy L. Kenworthy, U. of North Carolina, Chapel Hill
Grace Ann Rosile, New Mexico State U.
Tracey Honeycutt Sigler, Western Washington U.
Mark B. Thesing, U. of North Carolina, Chapel Hill
JOINT SYMPOSIA

9:00 am - 10:20 am
Marriott South
Marina D

Trust and Distrust of Government: A View From the Trenches

Joint symposium sponsored by PNS & SIM

Chair
Catherine G. Burke, U. of Southern California

Discussant
Laurie N. DiPadova, U. of Utah

Cynicism, Skepticism, and Legitimacy: Trust and Distrust in American Public Life
Catherine G. Burke, U. of Southern California

Distrust in Government: American as Apple Pie
H. Edward Flentje, Wichita State U.

Grassroots Government: Apathy, Distrust, or Something in Between?
Charlden Newell, U. of North Texas

Government and Business: Different Degrees of Public Trust
Roger R. Stanton, California State U., Long Beach

9:00 am - 10:20 am
Marriott North
San Diego C

Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence

Joint symposium sponsored by OB & OCIS

Chair
Poppy Lauretta McLeod, Case Western Reserve U.

Collective Information Sampling: A Brief Review
Dennis D. Stewart, U. S. Military Academy

Information Suppression in Computer-Mediated Group Decision Making
Andrea B. Hollingshead, U. of Illinois, Urbana-Champaign

The Roles of Information Access Time and Task Type
Shaila Maria Miranda, Florida Atlantic U.

Information Sharing and Minority Influence in Computer-Mediated Groups
Poppy Lauretta McLeod, Case Western Reserve U.

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

Co-Chairs
Gabriel F. Buntzman, Western Kentucky U.
Richard A. Wolfe, U. of British Columbia

Discussants
Richard L. Daft, Vanderbilt U.
Steven Kerr, GE Management Development Institute

The State of Innovation Theorizing
C. Marlene Fiol, U. of Colorado, Denver

Innovation: The Challenge of Studying a Recursive and Coevolutionary Phenomenon
Claudia B. Schoonhoven, Dartmouth College
Philip Anderson, Dartmouth College

Innovation and the Role of Organizational Learning
M. Afzalur Rahim, Western Kentucky U.
Richard A. Wolfe, U. of British Columbia
Gabriel F. Buntzman, Western Kentucky U.
Causal Inferences and Absenteeism

Joint symposium sponsored by HR & OB

Chair
John E. Mathieu, Pennsylvania State U.

Discussant
Gary Johns, Concordia U.

Causal Connections Between Health and Absence: A Time-Based Review
Joseph J. Martocchio, U. of Illinois, Urbana-Champaign
David A. Harrison, U. of Texas, Arlington

Using Job Design as Absence Control Policy: Short- and Long-Term Pay-Offs
Robert P. Steel, U. S. Air Force Institute of Technology
Joan R. Rentsch, Wright State U.

Decreasing Employee Absenteeism Through Feedback
Alice P. Gaudine, Memorial U. of Newfoundland
Alan M. Saks, York U.

The Relative Effectiveness of Absence Interventions: A Meta-Analysis
Amy L. Unkless, Pennsylvania State U.
John E. Mathieu, Pennsylvania State U.

When Rewards Determine Trust: Mediating Effects of Rewards on the Relationship Between Heterogeneity and Trust
Rebecca Brown, U. of California, Berkeley / U. of Nebraska
Melody Wollan, U. of Nebraska

Deciding to Play Fair: The Impact of Trust on Competitive Behavior
Steven M. Sommer, U. of Nebraska
Joseph P. Daly, Appalachian State U.

The Role of Trust in Negotiation Processes, Outcomes, and Negotiator Satisfaction
Maura Stevenson, Hartford Companies

The Impact of Trust on Interpersonal Behaviors

Joint symposium sponsored by CM & OB

Co-Chairs
Steven M. Sommer, U. of Nebraska
Joseph P. Daly, Appalachian State U.

Discussant
Karen Etty Jehn, U. of Pennsylvania

Trust and Distrust: A Critical Elaboration of Our Views of Trust
Roy J. Lewicki, Ohio State U.
Daniel J. McAllister, Georgetown U.

Is Trust a Cause or a Consequence: Empirical Evidence
Gregory A. Bigley, U. of Cincinnati
Jone L. Pearce, U. of California, Irvine

Organizational Justice as a Motivator of Retaliation Behavior
Daniel P. Skarlicki, U. of Calgary
Robert G. Folger, Tulane U.

Perceived Injustice as a Cause of, and Justification for, Workplace Aggression and Violence
Joel H. Neuman, State U. of New York, New Paltz
Robert A. Baron, Rensselaer Polytechnic Institute

Justice as a Motivator of Dysfunctional Behavior: An Organizational Change Perspective
Anne M. O’Leary-Kelly, U. of Arkansas, Fayetteville
Lynda M. Kilbourne, Xavier U.
The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers

Joint symposium sponsored by HCM & OB

Chair
Marjorie A. Armstrong-Stassen, U. of Windsor

Discussant
Michael P. Leiter, Acadia U.

Consequences of Cutbacks in Canadian Hospitals: Exploring the Impact of Workforce Reduction Practices
Kent V. Rondeau, U. of Alberta
Terry H. Wagar, Wilfrid Laurier U.

Implementation Efforts During Hospital Downsizing and Restructuring
Ronald J. Burke, York U.
Esther R. Greenglass, York U.

Restructuring: The Experience of the Shaughnessy Hospital Health Care Workers
France Bouthillette, Saint Paul’s Hospital
Stephen J. Havlovic, Simon Fraser U.
Rena van der Wal, Vancouver Hospital

Hospital Amalgamation: The Impact on the Job Attitudes of Health Care Workers
Marjorie A. Armstrong-Stassen, U. of Windsor
Sheila J. Cameron, U. of Windsor

What Matters Most in Transformation: Economic and Spiritual Arguments for Individual, Organizational, and Societal Change

Joint symposium sponsored by MED & ODC

Chair
Judith A. Neal, U. of New Haven

Research on Individual Spiritual Transformation and Work
Judith A. Neal, U. of New Haven

Research on Organizational Transformation: Exploring the Trans-Rational Logic of Transformative Change in the Workplace
Benyamin M. Lichtenstein, Boston College

Research on Social Transformation and the Role of Business in Changing the World
David Banner, Renaissance Consulting Associates

Knowledge Use and Propagation in Project/Development Teams

Joint symposium sponsored by OB & TIM

Chair
Richard J. Klimoski, George Mason U.

Discussant
Ralph Katz, Northeastern U.

Organizational Knowledge Architectures and Their Effects on Product Development Team Performance
Deborah Dougherty, Rutgers U.

Structural Features That Facilitate Project Teams’ Learning and Contributions to Organizational Knowledge
George P. Huber, U. of Texas, Austin

Leadership Competencies Related to the Development of Learning Environments for Project Teams
Lisa M. Donahue, George Mason U.

Mechanisms for Transferring Knowledge in Teams
Janis A. Cannon-Bowers, U. S. Naval Air Warfare Center
Elizabeth Blickensderfer, U. S. Naval Air Warfare Center
Kimberly Smith Jentsch, U. S. Naval Air Warfare Center

Geographical Dispersion and Knowledge Management in Project-Based Organizations
Catherine Durnell Cramton, George Mason U.
The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships

Joint symposium sponsored by CAR, GDO & HR

Co-Chairs
Pamela S. Tolbert, Cornell U.
Wesley D. Sine, Cornell U.

Discussant
Rosalind Barnett, Harvard U.

Work and Marital Satisfaction: Does the Spill-Over Effect Really Exist?
Wesley D. Sine, Cornell U.
Pamela S. Tolbert, Cornell U.

Too Much, Not Enough: Husbands’ and Wives’ Time at Work Over the Life Course
Marin Clarkberg, Cornell U.
Phyllis E. Moen, Cornell U.

Scaling Back: Work-Family Strategies of Dual-Career Couples
Penny Becker, Cornell U.
Phyllis E. Moen, Cornell U.

Effects of Work-Family Supportive Practices on Employee Performance and Work-Family Balance: A Mutual Gains Perspective
Rosemary Batt, Cornell U.

Work and Personal Life

Papers from GDO, IM, OB & RM

Facilitator
Barbara S. Lawrence, U. of California, Los Angeles

Role Stressors, Work-Family Conflict, and Well-Being
Samuel Aryee, Hong Kong Baptist U.
Vivienne W. M. Luk, Hong Kong Baptist U.
Alicia Leung, Hong Kong Baptist U.
Susanna Lo, Hong Kong Baptist U.

The Effect of Work/Personal Life Conflict and Organizational Support on Expatriates’ Vitality and Depression
Elisa J. Grant-Vallone, Claremont Graduate U.
Ellen A. Ensher, Loyola Marymount U.

Enriching or Depleting? The Dynamics of Work and Family Engagement
Nancy P. Rothbard, U. of Michigan

Conference Proceedings Paper
The Development and Validation of a Multidimensional Measure of Work-Family Conflict
Dawn S. Carlson, U. of Utah
K. Michele Kacmar, Florida State U.
Larry J. Williams, Virginia Commonwealth U.
Sexual Harassment and Homophobia

Papers from GDO, HR & OB

Facilitator
Janice M. Beyer, U. of Texas, Austin

Women and Sexual Harassment in the United States, Hong Kong, and People’s Republic of China: Antecedents and Moderating Effects of Nation
Margaret A. Shaffer, Hong Kong Polytechnic U.
Janice R. W. Joplin, Southern Illinois U., Edwardsville
Myrtle P. Bell, U. of Texas, Arlington
Ceyda A. Oguz, Hong Kong Polytechnic U.
Theresa B. Lau, Hong Kong Polytechnic U.

Heterosexism in the Workplace: An Agenda for Research
Manuel J. Tejeda, U. of Miami

A Multivariate Integrated Model of Sexual Harassment: A Preliminary Test of Antecedents, Consequences, and Moderating Effects on Work Outcomes
William Douglas Murry, State U. of New York, Binghamton
Nagaraj Sivasubramaniam, State U. of New York, Binghamton
Paul Jacques, State U. of New York, Binghamton

Effects of a Dissolved Workplace Romance and Rater Characteristics on Judgments and Responses to a Sexual Harassment Accusation
Charles A. Pierce, Montana State U.
Herman Aguinis, U. of Colorado, Denver
Susan K. R. Adams, Career Service Authority, Denver City and County
Stacie M. Taylor, Montana State U.
Laura A. Schneider, Montana State U.

Outsourcing and Insourcing

Papers from HR, MC & OMT

Facilitator
Gordon Walker, Southern Methodist U.

Conference Proceedings Paper
HR Outsourcing: A Transaction Cost Perspective
Brian S. Klaas, U. of South Carolina
John McClendon, Temple U.
Thomas W. Gainey, U. of South Carolina

Flying in the Face of Fashion: Why Businesses Bring Outsourced Activities Back In-House
Richard Wallace Dunford, Macquarie U.
Nathan Sutcliffe, Victoria U., Wellington
The Push Toward Outsourcing: Professional Employment Organizations—Bane or Benefit
Alexandra L. Readdy, U. S. Air Force Academy
Martin J. Hornyak, U. S. Air Force Academy

Risk, Uncertainty, and Transaction Organization: Determinants of Information Technology Outsourcing Among Health Maintenance Organizations
Douglas R. Wholey, Carnegie Mellon U.
Rema Padman, Carnegie Mellon U.
Richard Hamer, InterStudy
Shawn Schwartz, InterStudy
Randi Stillman, InterStudy

Management Education Development
Reducing Sexist Language in Management Student Writing: The Influence of Instruction and Modeling
Randi L. Sims, Nova Southeastern U.

What Matters Most is What Matters Most to the Learner: Leadership Development by Igniting the Creation and Expression of Personal Meaning Through the Learning Leader Journal
John Nirenberg, U. of Phoenix

Perfecting What Matters Most: Student Feedback Memos for Improving Teaching
Dale E. Rude, U. of Houston

Technology & Innovation Management
Public Policy and Information Technology Transfer: A Comparative Analysis of Project Management Structures
Ann C. Séror, Laval U.

Dark Shadows From “The Bridges of Madison County”: The Conservation of Archaic Technologies Within Economic Organizations
Blaine McCormick, Pepperdine U.

You Want to Do What With Our Boards? On the Technization of Sales Work in Non-Standard Markets
Asaf Darr, U. of Haifa

Information Planning Process and Strategic Orientation: The Importance of Fit in High-Performing Organizations
Patrick R. Rogers, North Carolina A&T State U.
Charles E. Bamford, Texas Christian U.

INTERACTIVE PAPER SESSIONS

9:00 am - 10:20 am
Marriott South Marina E

Business Policy & Strategy
A Case for Price-Quality Segmentation: A General Framework
Y. Datta, Northern Kentucky U.

Multimarket Contact, Portfolio Interrelationships, and Firm Performance
Javier Gimeno, Texas A&M U.
Carolyn Y. Woo, U. of Notre Dame

Professional Organizations: Information, Agency, and Governance
Heather Elms, U. of Florida

Absorptive Capacity Under the Perennial Gale of Creative Destruction
Jeho Lee, U. of Texas, Dallas
Young U. Ryu, U. of Texas, Dallas

Strategy and Technology Policy Interaction and Its Impact on Organizational Performance
Abdul Rauf Parker, Qatar Public Telecommunications Corporation (Q-Tel)

Do Size and Strategy Matter? An Examination of Post-Bankruptcy Outcomes
David D. Dawley, Florida State U.
James J. Hoffman, Florida State U.
Scott W. Geiger, Florida State U.
**Business Policy & Strategy**

_Just When We Thought It Was Resolved: More Conflicting Evidence on the Link Between Strategic Heterogeneity and Industry Performance_
Jan Hansen, U. of Nebraska / Bellevue U.

_Litigation as Competitive Strategy in the Telecommunications Industry_
John Manuel de Figueiredo, Massachusetts Institute of Technology

_A Resource-Based Approach to New Market Entry: An Empirical Study_
Sarah J. Marsh, Northern Illinois U.
Carl P. Zeithaml, U. of Virginia

_Examining the Effect of Complexity in Managerial Cognitive Strategic Groups on Firm Performance_
Gerry M. McNamara, Michigan State U.
Rebecca A. Luce, Michigan State U.
George H. Tompson, U. of Waikato

**Entrepreneurship**

_The Entrepreneurial Process Cycle_
Patrick L. Schultz, Texas Tech U.

_Toward a Unified Theory of Entrepreneurship: Intellectual Clutter of Distinctions With a Difference?_
James O. Fiet, U. of the Pacific

_Internationalization in Small Firms: Which Resources Matter?_
Linda F. Edelman, Boston U.
Candida G. Brush, Boston U.
Tatiana S. Manolova, Boston U.

**Health Care Management**

_Attitudes of Organized Labor Toward Health Care Issues: An Exploratory Survey of Alabama Labor Officials_
Myron D. Fottler, U. of Alabama, Birmingham
Ralph A. Johnson, U. of Alabama, Birmingham
K. Joanne McGlown, U. of Alabama, Birmingham

**Making Static Models Dynamic: The Case of the National Health Service**
Ann van Ackere, London Business School

_Peter C. Smith, U. of York_

_Employee Reactions to Managed Care: The Moderating Effects of Organization-Based Self-Esteem and Role Conditions_
E. Jose Proenca, Widener U.

**Organization & Management Theory**

_Stakeholder Relations, Work Place Adjustment, and Organizational Performance_
Gil Amitai Preuss, Case Western Reserve U.

_Does Organizational Culture Have an Impact on Quality? A Study of Culture and Quality in 92 Manufacturing Organizations_
Daniel R. Denison, U. of Michigan
Aneil K. Mishra, Wake Forest U.

_Dignity in the Balance_
Joshua D. Margolis, U. of Michigan

_Installing Nonunion Employee Voice Mechanisms: Confronting Theoretical Predictions_
Hitoshi Mitsuhashi, Cornell U.
Robert N. Stern, Cornell U.

**BUSINESS POLICY & STRATEGY**

8:30 am - 10:20 am
Marriott South
Green Room

**Innovation**

_Chair_
Mary Crossan, U. of Western Ontario

_Discussants_
Jay B. Barney, Ohio State U.
John Michel, U. of Notre Dame

_The Impact of Product Market Diversification and Technological Diversification on Firm Technological Innovation: An Empirical Test of Alternate Theories_
Alice C. Stewart, Ohio State U.
Aya S. Chacar, London Business School
Technological Acquisitions and the Innovation Performance of Acquiring Firms: A Longitudinal Study of the Chemicals Industry
Gautam Ahuja, U. of Texas, Austin
Riitta H. Katila, U. of Texas, Austin

A Processual Account of Innovative Capabilities
Peter W. Roberts, U. of New South Wales

A Comparison of Ownership Structures, R&D Investments, and Innovations of U.S. and Japanese Firms
Peggy M. Lee, Emory U.

Sustaining Competitive Advantage
Chair
Mariko Sakakibara, U. of California, Los Angeles

Discussants
William C. Bogner, Georgia State U.
Mason A. Carpenter, U. of Wisconsin, Madison

Projecting Competitive Advantage Sustainability Through Profiling Activity-Based Resources
Yuwei Shi, Nanyang Technological U.

Competitive Advantage: What Causes It and What Destroys It
Hao Ma, Bryant College

Building a Sustainable Competitive Advantage: An Empirical Investigation
Rodolphe Durand, Emory U.
Bertrand Vital Quelin, HEC, Montreal

Exploration and Exploitation of Knowledge in Acquisitions: Developing a Source of Competitive Advantage
Cheryl A. Van Deusen, U. of North Florida
Carolyn B. Mueller, Ball State U.

Roadblocks to Competitive Advantage: How Organizational Constraints and Individual Decision Biases Hinder Investments in Strategic Assets
Russell W. Coff, Washington U.
Kevin J. Laverty, U. of Washington, Bothell

Joint Ventures
Chair
David A. Baucus, Utah State U.

Discussants
James G. Combs, U. of Mississippi
Mikolaj Jan Piskorski, Harvard U.

Conference Proceedings Paper
Knowledge Acquisition and Performance in Transitional Economy International Joint Ventures
Peter J. Lane, Arizona State U.
Jane E. Salk, ESSEC
Marjorie A. Lyles, Indiana U., Indianapolis

Divided Loyalties in International Joint Ventures: The Impact of Perceived Fairness and Decision Control
James P. Johnson, Old Dominion U.
Mary Audrey Korsgaard, U. of South Carolina
Harry J. Sapienza, London Business School / U. of South Carolina

Consequences of Parental Subgroups Within the Joint Venture’s Top Management Team
Robert J. Pearce, State U. of West Georgia

The Role of Internal Management in Joint Venture Outcomes: An Upper Echelons Perspective
Jorge A. Gonzalez, Texas A&M U.

Easy Pickings: The Susceptibility of Knowledge Loss Through Opportunism in Joint Ventures
Jeffrey Baer Kaufmann, U. of Illinois, Urbana-Champaign

Research on Women at the Top: Theory Is What Matters Most
What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.

Showcase symposium sponsored by BPS, ENT & GDO
The Global Manager as a Corporate Diplomat

The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.

Showcase symposium sponsored by BPS, IM & MED

Interactive Paper Session

Papers from BPS, MED & TIM

Protective Mechanisms

Chair
Michael B. Heeley, Georgia Institute of Technology

Discussants
Bruce T. Lamont, Florida State U.
Gary Ross, Baratt College

Reputational Sanctions and Appropriability: The Effects of Dense Interfirm Linkages and Geographic Clustering
Gerda Gemser, Erasmus U., Rotterdam
Nachoem M. Wijnberg, Erasmus U., Rotterdam

Protecting Your Firm From Your Alliance Partners: Contracts and the Case of Project Based Strategic Alliances
Conor Vibert, Acadia U.

Company Strategies and Institutional Development for the Protection of Intellectual Property: The Case of Software
Martha A. García-Murillo, U. of Minnesota / U. of Southern California

10:40 am - 12:30 pm

The Role of Strategic Planning

Chair
Eugenio Marchese, Cornell U.

Discussants
Michael Levenhagen, California Polytechnic State U.
Richard J. Martinez, Baylor U.

Planning and Preparedness: A Contingency Framework of Strategy Development
William H. A. Johnson, York U.

Is Generative Planning Possible? Connecting Strategic Planning With New Views of Competitive Advantage
Jeanne M. Liedtka, U. of Virginia

Good Strategic Planning—One Reason for Company Survival
Ingrid Bonn, U. of New England, Australia

Interactive Paper Session

Papers from BPS, ENT, HCM & OMT

Too Busy To Serve?: An Examination of the Influence of Overboarded Directors
Ira C. Harris, Texas A&M U.
Katsumi Shimizu, Texas A&M U.

Diversity on the Board: An Examination of the Relationship Between Director Diversity and Firm Performance
Amy J. Hillman, Michigan State U.
Ira C. Harris, Texas A&M U.
Albert A. Cannella, Jr., Texas A&M U.
Lawrence Bellinger, Michigan State U.

The Interactive Effects of Board Attributes on Strategic Behavior and Organizational Performance
Bongjin Kim, U. of Pittsburgh
John E. Prescott, U. of Pittsburgh

Boards of Directors

Chair
John Z. Yang, Fordham U.

Discussants
Bongjin Kim, U. of Pittsburgh
Chamu Sundaramurthy, U. of Kentucky
### Careers

**Structure and Success in Careers**

**Chair**
Yoav Vardi, Tel Aviv U.

**Discussants**
Ethlyn A. Williams, U. of Miami
Stephen Schappe, Pennsylvania State U., Harrisburg

Determinants of Desired Career Path Among Canadian Engineers
Michel Tremblay, HEC, Montreal
Thierry Wils, U. of Québec, Hull
Caroline Proulx, HEC, Montreal

Proactive Personality and Objective and Subjective Career Success
Scott E. Seibert, U. of Notre Dame
J. Michael Crant, U. of Notre Dame
Maria L. Kraimer, U. of Illinois, Chicago

The Structure of Academic Careers in Organization Science: Accumulative Advantage, Uncertainty, and Homogenization Perspectives
Lynda M. Kilbourne, Xavier U.
C. Chet Miller, Cornell U.
Laura B. Cardinal, U. of North Carolina, Chapel Hill
William H. Glick, Arizona State U.
Yau-De Wang, National Chiao Tung U., Hsing-Chu

**Examining Relations Between Negotiators**

**Chair**
Maurice E. Schweitzer, U. of Pennsylvania

Interpersonal Trust in Dyadic Negotiations: A Dynamic Analysis
Dora C. Lau, U. of British Columbia

Compatible Cultural Values and Schemas in U.S./Israel Negotiations: Implications for Joint Gains
Wendi Adair, Northwestern U.
James J. Gillespie, Northwestern U.
Shirli Koppelman, Northwestern U.
Jeanne M. Brett, Northwestern U.

Effects of Aspiration and Self-Primacy Orientation in Dyadic Negotiation Context: Evidence From the United States, the People’s Republic of China, and Japan
Ya-Ru Chen, New York U.
Elizabeth Mannix, Columbia U.
Tetsushi Okumura, Shiga U.

**The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships**

Joint symposium sponsored by CAR, GDO & HR

**The Impact of Trust on Interpersonal Behaviors**

Joint symposium sponsored by CM & OB

**Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior**

Joint symposium sponsored by CM, HR & OB

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### Conflict Management

9:00 am - 10:20 am
Westin

**Examining Relations Between Negotiators**

**Chair**
Maurice E. Schweitzer, U. of Pennsylvania

Interpersonal Trust in Dyadic Negotiations: A Dynamic Analysis
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9:00 am - 10:20 am
Westin

**The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships**

Joint symposium sponsored by CAR, GDO & HR

9:00 am - 10:20 am
Imperial

**Examining Relations Between Negotiators**

**Chair**
Maurice E. Schweitzer, U. of Pennsylvania

Interpersonal Trust in Dyadic Negotiations: A Dynamic Analysis
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Effects of Aspiration and Self-Primacy Orientation in Dyadic Negotiation Context: Evidence From the United States, the People’s Republic of China, and Japan
Ya-Ru Chen, New York U.
Elizabeth Mannix, Columbia U.
Tetsushi Okumura, Shiga U.

9:00 am - 10:20 am
Westin

The Impact of Trust on Interpersonal Behaviors

Joint symposium sponsored by CM & OB

9:00 am - 10:20 am
California C

The Impact of Trust on Interpersonal Behaviors

Joint symposium sponsored by CM & OB

10:40 am - 12:00 pm
Westin

California A

The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships

Joint symposium sponsored by CAR, GDO & HR

10:40 am - 12:00 pm
Westin

California C

Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior

Joint symposium sponsored by CM, HR & OB
Entrepreneurship

8:30 am - 10:20 am
Marriott South
Point Loma

Strategy and Performance of Entrepreneurial Ventures

Chair
Duane Ireland, Baylor U.

Discussants
Byron L. David, City U. of New York
Eileen Fischer, York U.

Competitive Conformity and the Limits to Entrepreneurship
Richard J. Martinez, Baylor U.

Jon-Arild Johannessen, Bodo Graduate School of Business / Agder Research Foundation
Bjoern Olsen, Bodo Graduate School of Business / Nordland Research Institute
G. T. Lumpkin, U. of Illinois, Chicago

Do Linkages With Universities Really Matter? Alliance Profiles of Biotech Ventures and Their Performance Effects
Gerard George, U. of Richmond
D. Robley Wood, Jr., Virginia Commonwealth U.

The Locus of Strategic Decisions: Temporal Stability and Importance in New Ventures
Charles E. Bamford, Texas Christian U.
Thomas J. Dean, U. of Tennessee, Knoxville
Thomas J. Douglas, U. of Evansville

The Relationship of Human Resource Policies and Practices With Performance in High-Technology Entrepreneurial Firms
Jacqueline N. Hood, U. of New Mexico

9:00 am - 10:20 am
Marriott South
Marina F

Research on Women at the Top: Theory Is What Matters Most
What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.

Showcase symposium sponsored by BPS, ENT & GDO

10:40 am - 12:00 pm
Marriott South
Point Loma

Capital Sources and Relationships

Chair
Wayne Grossman, Kansas State U.

Discussants
Roger Hutt, Arizona State U., West
Ralph Kidder, Boston U.

A Rivalry Model of Venture Capitalists and Business Angels and Competitive Advantages
Joo-Heon Lee, Rensselaer Polytechnic Institute
Sankaran Venkataraman, Rensselaer Polytechnic Institute

Certification Reciprocity: An Explanation of Added Value in the Venture Capitalist-IPO Firm Relationship
Heidi M. Neck, U. of Colorado, Boulder
G. Dale Meyer, U. of Colorado, Boulder

Determinants of Required Return in the Venture Capital Context
Sophie Manigart, U. of Ghent
Koen De Waele, U. of Ghent
Mike Wright, U. of Nottingham
K. Robbie, U. of Nottingham
Philippe Desbrières, U. de Bourgogne
Amy Beekman, U. of South Carolina

International Strategic Alliances as Sources of Capital: Evidence From the Biotechnology Industry
Joseph E. Coombs, Rutgers U.
David L. Deeds, Temple U.

U.S., European, and Asian Venture Capitalists’ Governance: A Test of Institutional Theory
Garry D. Bruton, Texas Christian U.
Vance Fried, Oklahoma State U.
Sophie Manigart, U. of Ghent
**Interactive Paper Session**

Papers from BPS, ENT, HCM & OMT

**The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships**

Joint symposium sponsored by CAR, GDO & HR

**Shared Interest Track on Sexual Harassment and Homophobia**

Papers from GDO, HR & OB

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**Gender & Diversity in Organizations**

**Employee Reactions to Diversity and Affirmative Action**

Chair
Maura A. Belliveau, Duke U.

Discussant
Constance Counts, Lesley College

*An Exploratory Analysis of Employees’ Perceptions of Diversity-Related Incidents*
Quinetta M. Roberson, U. of Maryland
Cynthia Kay Stevens, U. of Maryland
Dana McDonald-Mann, Center for Creative Leadership

*Behind Smiling Faces: Women and Racial/Ethnic Minorities’ Experiences of Institutional and Social Isolation*
Janice Witt Smith, North Carolina A&T State U.
Toni Calasanti, Virginia Polytechnic Institute and State U.

*Self-Interested Ideologies and Attitudes Toward Affirmative Action in Academe*
Alison M. Konrad, Temple U.
Frank Linnehan, Drexel U.

**Research on Women at the Top:**

*Theory Is What Matters Most*
What explains the presence and experiences of women at the ownership/governance apex? How are they treated? What do they contribute? In this symposium, we address such questions through theory-driven research on the antecedents, dynamics, and consequences of the representation and status of women corporate directors and women entrepreneurs.

*Showcase symposium sponsored by BPS, ENT & GDO*

**Shared Interest Track on Work and Personal Life**

Papers from GDO, IM, OB & RM

**Health Care Management**

**Underlying Factors and Outcomes of Decision Making**

Chair
Kathleen Montgomery, U. of California, Riverside

Discussants
John Hyde, U. of Mississippi Medical Center
Grant T. Savage, Texas Tech U.

*An Examination of the Boundary Conditions Circumscribing the Relationship Between Participative Decision Making and Organizational Effectiveness*
Hettie A. Richardson, U. of Georgia
Robert J. Vandenberg, U. of Georgia
Terry C. Blum, Georgia Institute of Technology
Paul M. Roman, U. of Georgia

*Network and Top Management Effects on the Adoption of Innovative Management Practices: A Study of TQM in a Public Hospital System*
Gary Jeffrey Young, Boston U.
Kamal R. Desai, Boston U.
Martin P. Charns, Boston U.
Maria Fonseca, U. S. Dept. of Veterans Affairs
Stephen M. Shortell, Northwestern U.

*The Timing of Medical Technology Acquisition: Strategic Decision Making in Turbulent Environments*
Leonard H. Friedman, Oregon State U.
James B. Goes, U. of Alaska, Southeast
The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers

Joint symposium sponsored by HCM & OB

Interactive Paper Session

Papers from BPS, ENT, HCM & OMT

领导、信任与有效组织

领导、信任与有效组织

The pivotal role of the leader is highlighted in the promotion of trust in contemporary organizations. This is accomplished by focusing on the issue of trust building at several levels of analysis. These levels include interpersonal effectiveness, team effectiveness, organizational effectiveness, and interorganizational effectiveness.

Showcase symposium sponsored by HR, OB & OMT

Contingent Work and Changing Work Relationships: A Panel Discussion

This symposium is a panel discussion by four scholars actively involved in developing theory and conducting research on contingent work and changing work relationships. The objective of the session is to stimulate thought and discussion on the long term effects of contingent work on behavior at work.

Showcase symposium sponsored by HR & OB

Causal Inferences and Absenteeism

Joint symposium sponsored by HR & OB

Job Design: Setting an Agenda for Research and Practice in the 21st Century Symposium

Co-Chairs
David John Holman, U. of Sheffield
Chris Clegg, U. of Sheffield

Discussant
Edward E. Lawler III, U. of Southern California

Functionalist Approaches to Job Design
Chris Clegg, U. of Sheffield

Interpretivist Perspectives on Job Design
David John Holman, U. of Sheffield

Taylorism in Job Design: A Critique of the ‘Standard View’
Paul S. Adler, U. of Southern California

Critical Perspectives on Job Design/Redesign
David Knights, U. of Nottingham
Darren McCabe, UMIST

Postmodernism and Job Design
Frank Blackler, U. of Lancaster
Contemporary Social Issues Impacting HR Practice

Chair
Lillian T. Eby, U. of Georgia

Discussant
Lucy L. Gilson, Georgia Institute of Technology

Networks and Social Structure in Recruiting Decisions
Sheila Taylor Goins, U. of Chicago

Testing a Model of Work/Family Fit
Christine Leiz Murray, New School for Social Research
Ronald Jay Karren, U. of Massachusetts, Amherst

The Effects of Affirmative Action Policy on Potential Applicants’ Perceptions of Organizational Attractiveness
Ian O. Williamson, U. of North Carolina, Chapel Hill
Debra L. Shapiro, U. of North Carolina, Chapel Hill

Kyle Luthans, Bloomsburg U. of Pennsylvania
Steven M. Sommer, U. of Nebraska

Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior
Joint symposium sponsored by CM, HR & OB

The Personal Becomes Professional (and Vice Versa): Managing Work-Family Relationships
Joint symposium sponsored by CAR, GDO & HR

Shared Interest Track on Sexual Harassment and Homophobia
Papers from GDO, HR & OB

Shared Interest Track on High Performance Work Teams
Papers from HR, OB & TIM

Shared Interest Track on Outsourcing and Insourcing
Papers from HR, MC & OMT

INTERNATIONAL MANAGEMENT

8:30 am - 10:20 am
Cross Cultural Studies of Managers and Organizations

Chair
Hans Hansen, U. of Kansas

Discussant
Susan Key, U. of Alabama, Birmingham

The Mexican Entrepreneur: An Ethnographic Study of the Mexican Empresario
Sandra M. Martinez, New Mexico State U.
Peter W. Dorfman, New Mexico State U.

Relational Demography and Relationship Quality: A Study of Supervisor-Subordinate Pairs in the United States and Mexico
Lisa Hope Pelled, U. of Southern California

A Test of Assumed Cluster Homogeneity for Performance Appraisal: An Examination of Four Southeast Asian Countries
Yongsun Paik, Loyola Marymount U.
Charles M. Vance, Loyola Marymount U.
H. Daniel Stage, Loyola Marymount U.

Task Interdependence and Wage Dispersion: An Empirical Study of U.S. and Japanese Manufacturing Plants
Peggy K. Takahashi, U. of San Francisco
Subsidiary Roles and Performance

Chair
Refik Culpan, Pennsylvania State U., Harrisburg

Discussant
John William Clarry, Montclair State U.

Roles of Foreign Subsidiaries in Industry Clusters
Julian Mark Birkinshaw, Stockholm School of Economics
Neil Hood, U. of Strathclyde

Do World Product Mandates Really Matter?
Susan E. Feinberg, U. of Maryland

Operating in Foreign Lands: A Longitudinal Study of the Factors Affecting Survival Rates of U.S. Multinationals Overseas
Steven R. Lovett, San Diego State U., Imperial Valley
Leonard G. Love, U. of Texas, Arlington
Gary D. Gregory, U. of Wollongong

Autonomy and Performance in U.S. Subsidiaries in Mexico City
Steven R. Lovett, San Diego State U., Imperial Valley

Foreign Entry Mode

Chair
Sumit Kumar Kundu, Saint Louis U.

Discussant
Lois M. Shelton, U. of Illinois, Chicago

Foreign Market Entry Strategies: Integrative Framework, Critical Review, and Future Directions
Deepak K. Datta, U. of Kansas
Pol Herrmann, U. of Kansas

A Choice Between Joint Ventures and Wholly-Owned Subsidiaries: A Test of Transaction Cost Theory and Institutional Perspective
Daphne W. Yiu, U. of Oklahoma
Shige Makino, Chinese U. of Hong Kong

Formation and Survival of Equity and Non-Equity Based Cross-Border Linkages: Japanese Activities in the U.S.
Sabine B. Reddy, Wayne State U.
Richard N. Osborn, Wayne State U.
Jean-Francois Hennart, U. of Illinois, Urbana-Champaign

Nature and Ownership Structure of Foreign Direct Investments: An Integrative Model Based on Transaction Cost Economics
Cristina López-Duarte, U. of Oviedo
Esteban García-Canal, U. of Oviedo

The Global Manager as a Corporate Diplomat

The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.

Showcase symposium sponsored by BPS, IM & MED

Shared Interest Track on Work and Personal Life

Papers from GDO, IM, OB & RM

The Expatriate Experience and the Manager’s Career: New Research Directions

Symposium

Chair
David C. Thomas, U. of Auckland

Discussant
Gregory K. Stephens, Texas Christian U.

The Expatriate Experience: A Critical Review of the Literature
David C. Thomas, U. of Auckland

Expatriation and the Career
Meredith Downes, Illinois State U.
The Effect of Overseas Experience on Individuals’ Careers
Sean H. Barry, U. of Auckland

Impact of Organizational Support on Expatriate Success: The Moderating Effect of Career
Holly B. Tompson, U. of Waikato

International Joint Ventures: Learning and Meaning
Chair
Tailan Chi, U. of Wisconsin, Milwaukee

Discussant
Iris Tiemessen, Bentley College

A Conceptual Model for Organizational Learning in Knowledge-Based International Joint Ventures
Refik Culpan, Pennsylvania State U., Harrisburg
Robert D. Russell, Pennsylvania State U., Harrisburg

Strategic Planning Routines as Meta-Routines: Interpartner Learning in an International Joint Venture
Daniel S. Fogel, U. of Pittsburgh
Ravindranath Madhavan, U. of Illinois, Urbana-Champaign

Interfirm Diversity and the Management of Meaning in International Strategic Alliances
Rajesh Kumar, Aarhus School of Business
Poul Andersen, Aarhus School of Business

Brainstorming for the 1999 IM Program
Facilitators
Farok J. Contractor, Rutgers U., Newark
Stephen B. Tallman, Cranfield U. / U. of Utah
Nakiye A. Boyacigilglomer, San Jose State U.
J. Michael Geringer, California Polytechnic State U.

Management Education & Development

9:00 am - 10:20 am
Video, Hypermedia, Multimedia, and Paper Cases, Cooperative Learning
Chair
William H. A. Johnson, York U.

Discussants
Amy Hietapelto, Michigan Technological U.
Janet Romaine, McMaster U.

Cooperative Learning in the Principles of Management Course: How to Structure Cooperation Among Students
Julie I. Siciliano, Western New England College

Student Reactions to Three Versions of a Strategic Management Case: Paper, Hypermedia, and Multimedia
Charles W. Boyd, Southwest Missouri State U.
Mary K. Coulter, Southwest Missouri State U.

What Matters Most? Enhancing Instructional Effectiveness via Video Case Studies: An Example Using Value Chains
Michael Levenhagen, California Polytechnic State U.
J. Michael Geringer, California Polytechnic State U.
**The Global Manager as a Corporate Diplomat**

The existing literature explains the need for global managers and describes some features of global management. This symposium proposes to go broader and deeper. New concepts are presented, namely, role repertoire of global managers, hybrid cognitive-perceptual ability, and development of Corporate Diplomats.

*Showcase symposium sponsored by BPS, IM & MED*

**Interactive Paper Session**

*Papers from BPS, MED & TIM*

**Site Visits, Action Projects, Presenting Problem Solving**

*Chair*
Terrell Manyak, Nova Southeastern U.

*Discussant*
John Hendry, U. of Cambridge

*Expert Strategies for Poor-Performing Students in Technical Courses*
Daniel A. Sankowsky, Suffolk U.

*Maximizing the Value of Site Visits in Management Education*
André M. Everett, U. of Otago; Yim Yu Wong, San Francisco State U.

*The Design of the Action Project in Work-Based Learning*
Joseph A. Raelin, Boston College

**A Discussion of Revolutionizing Management Education and Development**

*Chair*
James A.F. Stoner, Fordham U.

*Discussant*
Steven Papamarcos, St. John’s U., New York

*Revolutionizing Management Education and Development: The Worldwide Masters of Practicing Management*
Henry Mintzberg, McGill U.; Jonathan Gosling, Lancaster U.; Nancy Badore, Executive Development

**Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models**

The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.

*Showcase symposium sponsored by MED, PNS & SIM*

**What Matters Most in Transformation: Economic and Spiritual Arguments for Individual, Organizational, and Societal Change**

*Joint symposium sponsored by MED & ODC*

**Management History**

**Strategy and Structure: The Evolution of Strategy and the Impact of Technology**

*Chair*
Richard H. Franke, Loyola College

*Discussants*
Sharon Topping, Sheps Center, U. of North Carolina; Chester S. Spell, U. of Waikato; John C. Hannon, Florida Institute of Technology

*Historical Development of Strategic Management Through Technological Discontinuities and Dominant Designs*
Pol Herrmann, U. of Kansas

*Tracing the Evolution of Strategic Management: A Loglinear Cross-Citation Analysis*
Maris G. Martinsons, City U. of Hong Kong

*A Retrospective of Information Technology’s Impact on Organizational Structure: An Information Processing Perspective*
Clay Dibrell, U. of Memphis; Thomas R. Miller, U. of Memphis
MANAGERIAL CONSULTATION

8:30 am - 10:20 am
Marriott South
Carlsbad

Consulting Case Studies

Chair
Walter J. Wheatley, U. of West Florida

Discussant
Terry Armstrong, U. of West Florida

Getting 'Fragged' by the Client: A Descriptive Study of the Subversion of Change Agents
Cliff Cheng, U. of Southern California

The Role of Cognitive Type in the Data Feedback Process or “What Do You Mean I’m Unprofessional and You Never Want to See Me Again?”
Charles S. Mathews, Florida Gulf Coast U.

10:40 am - 12:00 pm
Westin
Harbor A&B

Shared Interest Track on Outsourcing and Insourcing
Papers from HR, MC & OMT

OPERATIONS MANAGEMENT

10:40 am - 12:00 pm
Marriott North
Manchester 2

Strategic Consensus in Operations: Who Cares?

Chair
David M. Dilts, U. of Waterloo

Strategic Consensus in the Plant: Marching to the Beat of a Different Drummer?
Christopher M. McDermott, Rensselaer Polytechnic Institute
Kenneth K. Boyer, DePaul U.

What Matters Most? How About the Alignment Between Manufacturing Priorities of General Managers and Manufacturing Managers
Maheshkumar P. Joshi, Saint Joseph’s U.
Ravi Kathuria, Saint Joseph’s U.
Stephen J. Porth, Saint Joseph’s U.

MANAGERIAL & ORGANIZATIONAL COGNITION

10:40 am - 12:00 pm
Westin
Sierra

Organizing Cognitive Communities: Farmers’ Markets, Medical Sects, and the U.S. Intelligence Symposium

Co-Chairs
Margaret Brindle, Carnegie Mellon U.
Elizabeth Goodrick, State U. of New York, Buffalo

Discussant
Joseph F. Porac, U. of Illinois, Urbana-Champaign

Using the Market to Create Cognitive Community: The Development of South Louisiana Farmers’ Markets
David L. Deephouse, Louisiana State U.

The Strategic Management of Loosely Coupled Systems: Findings From the Reorganization of U.S. Intelligence
James Douglas Orton, HEC, Paris

The Rise and Fall of Medical Sectarianism: Maverick Groups That Changed the Organization and Practice of Medicine
Margaret Brindle, Carnegie Mellon U.
Elizabeth Goodrick, State U. of New York, Buffalo
Leadership, Trust, and Effective Organizations
The pivotal role of the leader is highlighted in the promotion of trust in contemporary organizations. This is accomplished by focusing on the issue of trust building at several levels of analysis. These levels include interpersonal effectiveness, team effectiveness, organizational effectiveness, and interorganizational effectiveness.

Showcase symposium sponsored by HR, OB & OMT

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

Groups, Culture, and Inclusion
Chair
Karen L. Newman, Georgetown U.
Discussant
Marta M. Elvira, U. of California, Irvine

Conference Proceedings Paper
A Test of the Leadership-Culture-Performance Model Within a Large Dutch Financial Organization
Celeste P. M. Wilderom, Tilburg U.
Peter T. van den Berg, Tilburg U.

Conference Proceedings Paper
Individual Demographic Dissimilarity and Organizational Inclusion: A Field Investigation
Lisa Hope Pelled, U. of Southern California
Gerald E. Ledford, U. of Southern California
Susan Albers Mohrman, U. of Southern California

Male and Female Behavioral Patterns in Small Groups: An Evolutionary Perspective and Review of the Literature
Stephen M. Colarelli, Central Michigan U.
Douglas Haaland, Central Michigan U.
Ryan Muir, Central Michigan U.
Institutions in an International Framework

Chair
Barbara Simpson, U. of Auckland

Discussant
Christina Linn Ahmadjian, Columbia U.

Richard C. Whittington, Oxford U.
Michael Mayer, U. of Glasgow
Francesco Curto, U. of Warwick

Headquarters Control of Foreign Subsidiaries: The Role of International Interdependence in an Agency Theory Framework
Sharon O'Donnell, U. of Delaware

The Hidden Hand and the License Raj: Examining the Relationship Between Age and the Growth of Firms in India
Sumit Kumar Majumdar, U. of Michigan
Pradeep Kumar Chhibber, U. of Michigan

Top Management Teams Within the Context of Institutional and Economic Restructuring: The Turkish Case
Sibel Yamak, Galatasaray U.
Behlul Usdiken, Bogazici U.

Shared Interest Track on Outsourcing and Insourcing

Papers from HR, MC & OMT

Interactive Paper Session

Papers from BPS, ENT, HCM & OMT

Grounding Theory: Ordinal and Impactful Change, Looking to Cases Around the World

Chair
Kurt Motamedi, Pepperdine U.

Discussants
Andrea T. Goeglein, ConServ International
S. Gayle Baugh, U. of West Florida

First- and Second-Order Change: Strengthening Our Understanding and Definition Through an Empirical Investigation
Karen S. Whelan, Samford U.
Judith R. Gordon, Boston College

Why Training Has Limited Contribution to Individuals’ Adaptability to Change: Some New Evidence
Elena P. Antonacopoulou, U. of Warwick

Predictors of Organizational Change: A Study of the Adoption of Innovative Human Resource Practices in the Steel Industry
Linda Christie, George Mason U.

TQM and Organizational Change: A Longitudinal Study of the Impact of a TQM Intervention on Work Attitudes
Jacqueline A-M Coyle-Shapiro, London School of Economics and Political Science

Organizational Development in Rural Egypt: A Comparison of Three Processes of Change
Wesley D. Sine, Cornell U.

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

Chair
Andre’ L. Delbecq, Santa Clara U.

Discussant
Lee Robbins, Golden Gate U.

The Emergence of ‘Secular Corporate Spirituality’ and Its Visions for Organization and Leadership
James J. McGee, Graduate Theological Union / U. of California, Berkeley

What Matters Most: Senior Leadership Re-Visioning--A Christian Spiritual Perspective
Andre’ L. Delbecq, Santa Clara U.

A Restoration of Spirit Through the Shaman’s Path
Kathleen Kane, U. of San Francisco

An It Harm None, Do What Ye Will: A Neo-Pagan Re-Vision of Organization
Robert Silvers, Central Washington U.

How Buddhist Principles and Values Might Be Embodied in Organizations
Judith White, California State U., Monterey Bay

The Role of Emotion in Organizational Behavior

Chair
Joan F. Brett, Tulane U.

Discussant
Jon Hartwick, McGill U.

A Proposed Taxonomy for Conducting Future Research Into the Role of Emotions in Work Life
Courtney Shelton Hunt, U. of Delaware

Exploring the Dimensions of Emotion Labor: The Heart of Hochschild’s Work
Susan M. Kruml, Briar-Cliff College
Deanna Geddes, Temple U.

Mood and Emotions While Working: Missing Pieces of Job Satisfaction?
Cynthia D. Fisher, Bond U.

Leadership, Trust, and Effective Organizations

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Showcase symposium sponsored by HR, OB & OMT
**Contingent Work and Changing Work Relationships: A Panel**

**Discussion**
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Showcase symposium sponsored by HR & OB

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**Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence**

Joint symposium sponsored by OB & OCIS

---

**Causal Inferences and Absenteeism**

Joint symposium sponsored by HR & OB

---

**The Impact of Trust on Interpersonal Behaviors**

Joint symposium sponsored by CM & OB

---

**Shared Interest Track on Work and Personal Life**

Papers from GDO, IM, OB & RM

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**Power, Influence, and Getting Things Done: The Critical Role of Trust Symposium**

Co-Chairs
Roy J. Lewicki, Ohio State U.
Roger C. Mayer, Baylor U.

Discussant
Gretchen Spreitzer, U. of Southern California

The Effects of Supervisory Power and Influence on Employee Trust: A Longitudinal Field Study
Roger C. Mayer, Baylor U.
James H. Davis, U. of Notre Dame

Trust, Influence, and Leadership
Roy J. Lewicki, Ohio State U.

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**Reinterpreting Dyadic Leadership From a Trust Perspective: Leader-Member Exchange as a Domain Specific Model of Trusting Behavior**

Holly H. Brower, Purdue U.
F. David Schoorman, Purdue U.
Hwee Hoon Tan, National U. of Singapore

Collective Paranoia and Self-Defeating Group Behavior: Effects of Distrust and Suspicion on Dysfunctional Influence Behavior Within Organizational Groups

Roderick M. Kramer, Stanford U.
Benjamin Hanna, Stanford U.

**Determinants of Team Outcomes**

Chair
Susan E. Brodt, Duke U.

Discussant
Miguel A. Quinones, Rice U.

Climate for Creativity in Virtual Teams
Jill Nemiro, Claremont Graduate U. / California School of Professional Psychology

Effects of Task and Pay Interdependence and Their Mediators on Performance
Cathy C. Durham, Pepperdine U.
Edwin A. Locke, U. of Maryland

Time Matters in Group Task Performance: A Longitudinal Comparison of Natural, Concocted, and Quasi Groups
David A. Harrison, U. of Texas, Arlington
Anna T. Florey, U. of Texas, Arlington
Joseph E. McGrath, U. of Illinois, Urbana-Champaign
Scott W. VanderStoep, Hope College

Person-Team Fit: Exploring the Nature of Congruence in Work Teams
David J. Glew, Texas A&M U.

**Advances in Organizational Justice Theories: The Motivation to Engage in Dysfunctional Behavior**

Joint symposium sponsored by CM, HR & OB
10:40 am - 12:00 pm
Marriott South
Marina D

**The Restructuring of the Canadian Health Care System: Implications for Hospital Administrators and Health Care Workers**

*Joint symposium sponsored by HCM & OB*

9:00 am - 12:00 pm
Marriott North
San Diego C

**Knowledge Use and Propagation in Project/Development Teams**

*Joint symposium sponsored by OB & TIM*

10:40 am - 12:00 pm
Marriott South
Torrance

**Shared Interest Track on Sexual Harassment and Homophobia**

*Papers from GDO, HR & OB*

10:40 am - 12:00 pm
Westin
Balboa

**Shared Interest Track on High Performance Work Teams**

*Papers from HR, OB & TIM*

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**ORGANIZATIONAL COMMUNICATION & INFORMATION SYSTEMS**

8:30 am - 10:20 am
Marriott North
Manchester 2

**New Approaches to Technological Effects**

*Chair*
John Lundin, U. of North Carolina, Greensboro

*Discussants*
Daniel Robey, Georgia State U.
John Carlson, U. of Utah
John Lundin, U. of North Carolina, Greensboro

**Software Development Teams: The Impact of Distribution and Process Coordination Mechanisms on Subjective Understanding**
Pamela E. Carter, Florida State U.
John E. Galvin, Florida State U.

**Computer Efficacy: Determinants, Consequences, and Malleability**
William L. Gardner, U. of Mississippi
Elizabeth J. Rozell, Missouri Southern State College

**Software Maintenance Process Flexibility: Conceptualization, Measurement, and Validation**
Kay Marie Nelson, U. of Kansas
Keri E. Pearlson, U. of Texas, Austin
Sucheta Subhash Nadkarni, U. of Kansas

10:40 am - 12:00 pm
San Diego C

**Benefits of Communication Technology for Information Exchange and Decision Making in Groups: A Conspicuous Lack of Evidence**

*Joint symposium sponsored by OB & OCIS*

8:30 am - 10:20 am
Marriott South
Leucadia

**When Does the Environment Matter? Values, Leadership, and Managerial Interpretation**

*Chair*
Mark Starik, George Washington U.

*Discussant*
Pratima Bansal, Georgia State U.

**Corporate Greening and Environmental Protection Performance: Static and Dynamic Analysis**
Ilan B. Vertinsky, U. of British Columbia
Charlene E. Zietsma, U. of British Columbia

**Conference Proceedings Paper**
Framing Green Issues as Greenbacks: How Sponsors of Environmental Issues Get Heard
Lynne M. Andersson, Saint Joseph’s U.

**The Biotechnology Industry and Strategies of Biodiversity Conservation: The Influence of Managerial Interpretations and Risk Propensity**
Sanjay Sharma, Saint Mary’s U., Halifax
Oliver Nguan, Saint Mary’s U., Halifax

**Leadership in the Environmental Sector: An Examination of Values, Leadership Styles, and Organizational Contexts**
Carolyn P. Egri, Simon Fraser U.
Susan Herman, Keene State College
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<th>Time</th>
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<td>9:00 am - 10:20 am</td>
<td>Trust and Distrust of Government: A View From the Trenches</td>
<td>Marriott South Marina D</td>
<td>Robert Rodgers, U. of Kentucky</td>
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<td>10:40 am - 12:30 pm</td>
<td>Contracting, Governance, and Investment</td>
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<td>Peter Frumkin, Harvard U.</td>
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<td>Samir M. Youssef, American U., Cairo</td>
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<td>Private:ization of Social Services: A Systems Model for Effective Contracting</td>
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<td>Barbara Peat, Indiana U., South Bend</td>
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<td>Dan L. Costley, New Mexico State U.</td>
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<td>Venture Capital Characteristics: The Basis for Distinction Between the Foundation’s Roles as Investor and Donor</td>
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<td>Laquita C. Blockson, U. of Pittsburgh</td>
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<td>10:40 am - 12:00 pm</td>
<td>Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models</td>
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<td>The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.</td>
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<td>Method Matters: Writing Our Way In</td>
<td>Marriott North Torrey 3</td>
<td>Christa Walck, Michigan Technological U.</td>
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<td>Bringing Mind Back Into Research Methods: Is Multiple Inquiry Possible?</td>
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**RESEARCH METHODS**

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**PUBLIC & NONPROFIT SECTOR**

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<td>8:30 am - 10:20 am</td>
<td>Method Matters: Writing Our Way In</td>
<td>Marriott North Torrey 3</td>
<td>Christa Walck, Michigan Technological U.</td>
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<td>9:00 am - 10:20 am</td>
<td>Shared Interest Track on Work and Personal Life</td>
<td>Marriott South Torrance</td>
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<td>Papers from GDO, IM, OB &amp; RM</td>
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Social Issues in Management

Corporate Reputation, Performance, and Philanthropy

Chair
John Steiner, California State U., Los Angeles

Discussants
Ray Jones, U. of Pittsburgh
Todd Saxton, Indiana U., Bloomington

The Social Performance Component of Corporate Reputation Ratings
Eugene Walter Szwajkowski, U. of Illinois, Chicago
Raymond E. Figlewicz, U. of Michigan, Dearborn

Corporate Philanthropy as a Tool to Manage Corporate Reputation Among Stakeholder Groups
James D. Werbel, Iowa State U.
Max S. Wortman, Iowa State U.

The Importance of Being Earnest: Antecedents of In-Kind Giving by Medium-Sized Firms
Ann K. Buchholtz, U. of Georgia
Allen C. Amason, U. of Georgia
Matthew A. Rutherford, U. of Georgia

The Effect of Corporate Social Performance on Extra-Role Behavior: A Cross-Level Approach
Rebecca A. Luce, Michigan State U.

Trust and Distrust of Government: A View From the Trenches

Joint symposium sponsored by PNS & SIM

Diversity in the Workplace

Chair
Kathryn S. Rogers, Pitzer College

Discussants
Craig P. Dunn, San Diego State U.
Lynn Bowes-Sperry, James Madison U.

Workforce Diversity and Organizational Effectiveness: An Industry-Level Investigation of the Effects of Female and Ethnoracial Participation
Hubert S. Mortisette, Forrester Research
Dwight D. Frink, U. of Mississippi
Robert K. Robinson, U. of Mississippi
Brian Reithel, U. of Mississippi

Conference Proceedings Paper
Understanding Psychological Contracts of Racioethnic Groups in Culturally Diverse Organizations
Bella L. Galperin, Concordia U.
Gary Johns, Concordia U.

Gwendolyn Marizett Combs, U. of Nebraska

Management Courses Integrating Service-Learning Pedagogy: A Presentation of Four Models

The goal of this symposium is threefold: (1) to present four different courses with integrated service-learning components, (2) to debate the appropriate fit between course objectives and service-learning projects, and (3) to discuss the impact of service-learning projects on communities and host-institutions. Course syllabi and project descriptions will be distributed.

Showcase symposium sponsored by MED, PNS & SIM
Dynamics of I.T. Firms

Chair
Michael D. Lord, Wake Forest U.

Discussant
Ramon J. Aldag, U. of Wisconsin

Complementary Products and Modular Innovation in the Computer Industry
Annabelle Gawer, Massachusetts Institute of Technology

Does Cyber David Have Paper Goliath on the Run? An Examination of Newcomer and Incumbent Entrants Into a Subfield of the Magazine and Newspaper Publishing Industry
Alan B. Eisner, Pace U.
Quintus Jett, Rice U.
Helaine J. Korn, City U. of New York

Growth and Evolution of Packaged Software Firms: A Theoretical Framework and Some Implications
Satish Nambisan, National U. of Singapore

Transmutational Change: Exploration and Exploitation in the Web Browser Market
Raghu Garud, New York U.
Sanjay Jain, New York U.
Corey Phelps, New York U.

Organizational Innovation: Is Our Understanding of Innovation Progressing? Is It Contributing to Practice?

Joint symposium sponsored by ODC, OMT & TIM

Interactive Paper Session
Papers from BPS, MED & TIM

Technology Strategy for Competitive Advantage

Chair
Kristen Bell DeTienne, Brigham Young U.

Discussant
Neil Jones, U. of Western Ontario

A Reexamination of Product and Process Innovations Using a Knowledge Based View
Shanthi Gopalakrishnan, Fairleigh Dickinson U.
Paul E. Bierly, James Madison U.
Eric H. Kessler, Pace U.

Innovative Productivity of U.S. Biopharmaceutical Start-Ups: Insights From Industrial Organization and Strategic Management
Bart Clarysse, U. of Ghent
Koenraad Debackere, Katholieke U., Leuven
Peter Temin, Massachusetts Institute of Technology

Technological Predictors of the Propensity to Acquire
Kulwant Singh, National U. of Singapore

Russell Wayne Wright, U. of Illinois, Urbana-Champaign

Knowledge Use and Propogation in Project/Development Teams

Joint symposium sponsored by OB & TIM

Shared Interest Track on High Performance Work Teams
Papers from HR, OB & TIM
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