The Academy of Management
Annual Conference, August 6-11, 1999
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Organized by the AOM Chicago '99 Conference Committee:

Program Chair - Andrew H. Van de Ven, U. of Minnesota
Program Coordinator – Kelley D. Hinze, U. of Minnesota
Program Chair-Elect - Jean M. Bartunek, Boston College
Workshops Coordinator – Raul Necochea. Boston College
System Developer – Gove N. Allen, U. of Minnesota
All-Academy Program – Peter S. Ring, Loyola – Marymount U.
Interactive Papers – Janet M. Dukerich, U. of Texas, Austin
Caucuses – Timothy M. Stearns, California State U., Fresno
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Registration and Housing – Terese Loncar, AoM Headquarters
Internet Communications – Alan B. Eisner, Pace U.
ThemeSummit '99 – Thomas Brown, Management General
Past Program Chair – David A. Whetten, Brigham Young U.
44 Division Program Chairs and Professional Development Workshop Chairs
Welcome to the 59th annual meeting of the Academy of Management at the Hyatt Regency Hotel in Chicago, August 6-11, 1999. It provides a marvelous opportunity to express your views and hear the unique voices of others about “Change and Development Journeys Into a Pluralistic World,” – our conference theme.

Chicago is a perfect setting to explore our theme. It is a microcosm of our ever-changing world. As captured by our Chicago ’99 logo (wonderfully created by graphic artist, Tracey Thompson), Chicago is a prism reflecting pluralistic experiences and life journeys. Our Local Arrangements Committee, chaired by Kenneth Thompson, has arranged opportunities to see many different life styles, living arrangements, and cultural expressions in the Chicago area. Each is real, each is legitimate, and each accommodates to another, producing a rich tapestry of social journeys and achievements.

Creating this tapestry is also the agenda for our Chicago ’99 program. It is being orchestrated by 27 division and area chairs, 22 professional development workshop chairs, and several Academy committees. They have created a very impressive program that includes 1147 papers and 192 symposia in 849 sessions involving 3503 speakers from 962 universities and other organizations in 41 countries. The web version of the program at http://www.aom.pace.edu/meetings/1999/ provides new and easy ways to review and search program details, including abstracts of all sessions and pop-up e-mail windows for communicating with all conference participants.

Our conference theme is Change and development journeys into a pluralistic world. It emerged through a “grass roots” process involving discussions with many members of the Academy and our larger management profession, as well as the GTE-sponsored ThemeSummit retreat with division program chairs and managers in Dallas last October. This theme was selected to achieve three conference goals:

- Change management scholarship, teaching, and practice in a needed direction.
- Draw all segments of our profession together by focusing on an issue that is too large for any one to accomplish alone, but too important for anyone to ignore.
- Appeal to management scholars, consultants, and practitioners in the U.S. and abroad because each group and culture have important ideas to contribute and learn on the theme.

Theme: Change and Development Journeys into a Pluralistic World

The Greek philosopher, Democrites, argued that the essence of being is stable and fixed. While he may have scored some points in the outgoing millennium, his opponent, Heraclitus, may win the debate in the next millennium for his position that the universe is pluralistic and in continuous flux.

Organizations are growing larger in vertical and virtual connections, merging and acquiring others with colliding cultures, hiring more technical/professional workers (now the largest and fastest growing segment of the work force), interfacing in more competitive international and global economies, and adopting widely distributed information technologies. The net result is pluralistic organizations, or the co-existence of groups with different, legitimate, and potentially competing strategies and mental models within the same organization, which itself is in the process of movement. In these pluralistic settings, we are challenged to examine how different mutually dependent groups accommodate and learn from each other as they co-evolve in their change and development journeys.

Change processes are relatively simple when they occur in unified and consensual organizational settings. More challenging and realistic in our contemporary world is the need for understanding change journeys in pluralistic settings.

- If pluralism contradicts our owner-centered theory of the firm, then perhaps a new theory is needed that heedfully accommodates the interests of multiple stakeholders.
• If pluralism represents an anathema to traditional management principles of consensus and alignment with a singular vision and approach to change, then we need new theories and ideas that allow for the management of divergent viewpoints and processes.

• If we assume that the expression of opposition is not welcomed, then we need new models and methods that encourage the existence and expression of divergent viewpoints.

• If pluralism implies varied ways of viewing an issue, then we need to develop creative ways to communicate and share this.

Fortunately, many management scholars, consultants, and practitioners are developing useful models and research for understanding processes of change in pluralistic settings. These models:

• go beyond theories of planned change, and include life cycle, dialectical, and evolutionary process models,

• transcend traditional linear views of change, by exploring complex, nonlinear, and dynamic processes of change,

• approach change and development as an ongoing stream of events instead of a discrete shift from one stable order to another, and

• view stability and change as produced by the same underlying mechanisms; e.g., they may reflect temporary periods of balance or imbalance between opposing cycles of divergent and convergent processes that ebb and flow over time.

Understanding change and development journeys in pluralistic settings is a central challenge for transitioning into the new millennium.

Program Agenda

Chicago ’99 provides a meeting place to present and share many initiatives under way to address this theme. In particular, we invite you to participate in the following activities:

1. Professional development workshops. A variety of workshops and consortia are offered for doctoral students, faculty, and other conference participants from Friday to Sunday. These workshops and consortia often require pre-registration. See the conference program for contact information. Organized by division PDW chairs, these intensive workshops provide skill-building opportunities in teaching, research, and consulting on the theme and other professional development topics. A few examples are:

• A tour of McDonald's University. Bus leaves 11:15 Friday; for reservations call Liz Hill 630-829-6208

• On Friday afternoon and evening the ONE, ODC, and SIM Divisions are cosponsoring a Professional Development Workshop on Business and sustainable development: A dialogue with environmental executives from McDonalds, Monsanto, BP-Amoco, John Deere, and IGA.

• On Sunday morning, 8:30 - noon, the International Programs Committee is co-sponsoring a Professional Development Workshop on Management research and participation during times of radical political change: Participant/observer experiences in new or contested regimes and countries.

• At 12:30 p.m., Peter Senge (MIT) and executives from Flour, Ford, Harley Davidson, and Shell Oil Companies will discuss the development of distributed leadership and learning.

• At 2:45 p.m., Peter Ring (Loyola Marymount U.) will moderate a panel discussion by top executives from 3M, Xerox, Intel, and Motorola with scholars who have been studying these organizations on managing change, pluralism, and learning.

• At 5:00 p.m., Anne Huff (AOM President) will conduct the Academy Business Meeting featuring a discussion by John Reed (CEO, Citicorp) and James March (Stanford) on academic research on management and the practice of management.

• At 7:00 p.m., everyone is invited to the All Academy Reception, sponsored by the Kelley School of Business of Indiana U.

• At 9:00 p.m., the Ibero-Academy of Management and the Academy of Management are joining forces to bring us a great salsa party by Orquesta Isla, one of the best in the country. The 13-piece band expresses a new genre combining the native salsa
rhythms of the Spanish Caribbean Basin with American musical ensembles.

3. **Cases on the theme.** A novel conference feature is the presentation and distribution of cases developed by scholars and managers of notable companies that can be used for teaching, consulting and practicing the theme. They include:

- *Processes of Technological Evolution at Intel*, by Dennis Carter (Intel Executive Vice President) with Robert Burgelman (Stanford U.) on Monday at 9:00 a.m.

- *Leading Innovation at 3M*, by William Coyne (3M Sr. Vice President for Research & Development) with Raghu Garud (New York U.) on Monday at 10:40 a.m.

- *The Multinational Ethics Journey of Motorola*, by Patrick Canavan (Motorola Vice President for Human Resources) with Kenneth Murrell (U. of West Florida) and Peter Sorenson (Benedictine College) on Monday at 1:00 p.m.

- *Learning in Pluralistic Communities of Practice at Xerox Parc*, by John Seely Brown (Chief Scientist, Corporate VP, and Director of Xerox PARC) with Sim Sitkin (Duke U.) on Monday at 2:30 p.m.

- *The Change and Development Journey of John Deere and Company*, by several John Deere managers with Therese Yaeger (Benedictine U.) on Monday at 4:10 p.m.

4. **Special journal issues on the theme.** Journals have issued calls for papers for special issues or forums on core aspects of the theme. The conference includes All Academy sessions that present and discuss selected papers for the special journal issues or forums.

- The *Academy of Management Journal, Review, and Executive* issued a first-ever-joint Call for Papers related to the conference theme. Papers that passed the standard double blind review process of the journals will be presented and discussed in two sessions at 8:30 a.m. on Monday and Tuesday.

- The *Administrative Science Quarterly* is presenting a special Forum of invited essays on the conference theme on Wednesday at 10:40 a.m.

- *Organization Science* will feature the best papers emerging from the series of OS Winter conferences on organizational complexity and nonlinear dynamic processes of change at 9 a.m. on Tuesday.

5. **A Handbook on the theme.** Oxford University Press has commissioned Marshall Scott Poole (Texas A&M U.) to edit a handbook that reviews and assesses our scientific knowledge on processes of change and development in individuals, groups, organizations, industries, and institutions. Two All-Academy sessions will feature presentations and discussions of work-in-process by Handbook chapter authors 10:40 a.m. on Monday and 2 p.m. on Tuesday.

6. **Future NSF-sponsored research on the theme.** The long run impact of the conference may be the research that it stimulates and supports in future years on the theme. To encourage this to happen, we are delighted to announce that the *Innovation and Organizational Change Program* of the *National Science Foundation* has agreed to provide an annual amount of $2.3 million for competitively-awarded research projects on the conference theme. An All Academy session on Monday at 10:30 a.m. announces the NSF IOC Requests for Research Proposals and ways to participate in the research. Learn from researchers of our theme cases (listed above) how to develop long-term learning relationships with managers to study organizational change.

7. **Symposia and speakers on the theme.** The conference includes several high-profile sessions that assess the preparedness of management education and practice to manage change and development journeys into a pluralistic world.

- A panel at 3:40 p.m. on Tuesday organized by Sandra Waddock (Boston College) includes Milton Blood (AACSB), Karl Weick (U. of Michigan), Henry Mintzberg (McGill U.), Peter Senge (MIT), and James Post (Boston U.) in a discussion on transforming management education for the 21st century.

- Rosabeth Kanter (Harvard U.) and Robert Shapiro (Monsanto) speak at 2:00 p.m. on Tuesday about how the change imperative is reshaping business strategy, organization process, career opportunities and life itself.

- Marina Whitman (former member of President’s Council of Economic Advisors) speaks on the
changing role of the American corporation at 10:40 a.m. on Wednesday.

Sessions such as these represent influential ways for the Academy to co-venture with others in providing intellectual leadership for the management profession.

8. **Division theme sessions.** Befitting the conference theme, at the GTE-sponsored October 1998 ThemeSummit of division chairs and managers, we decided that each division program chair will organize a session that addresses the conference theme from the division’s perspective. This decision has stimulated a wave of novel and pluralistic approaches to the theme. These division theme sessions are singled out in the conference program with a box.

9. **Interactive paper sessions and caucuses.** The pluralistic nature of the Academy itself emphasizes the importance of individuals to communicate and integrate their ideas. Interactive Paper Sessions and Caucuses provide opportunities for one-on-one and small group discussions. We encourage authors to review the conference index and invite five other individuals to come and discuss their papers.

10. **Artistic expressions of the theme.** To capture the soul of the theme, we round out the program with several very creative artistic expressions:

- On Monday at 5:30 p.m. Mary Crossan (U. of Western Ontario) has arranged a performance by the world-renown *Second City Improvisation Company* whose home is Chicago. A panel discussion will reflect on improvisation from theatre to management.

- On Monday at 8 p.m. everyone is invited to a reception to welcome new and non-US members of the Academy being hosted by Anne Huff (AOM President) and sponsored by Cranfield U.

- Tuesday at 3:40 p.m. features a highly novel session organized by Tom Brown (Management General) to express change journeys from inside and out through photography and piano. Martin Dugard (photographer, journalist and adventurer) will share his personal work and teamwork experiences from traversing the jungles of Borneo, the ancient Zulu battlegrounds of Lesotho, and several other outback landscapes. Michael Jones (pianist, composer, and producer of ten popular CD's that sold two million units) will explore the unfinished journey of imagination and the aesthetics of leadership.

“What is our music?” Michael Jones will ask. “And what is the nature of the unfinished journey that we each must take to bring it into the world?” It begins with our exploration of the vast inner geography of the imagination, a subtle but powerful intelligence that brings us into the very heart of our own creativity. Cultivating this aesthetic sensitivity represents the next step in organizational learning and our continuing development as leaders and human beings. Appreciating and sharing this will make Chicago '99 a wonderful stop along each of our life journeys.

Creating this program involved a great deal of self-less effort and dedication by many volunteers and much support from their universities and organizations recognized on the next page. On behalf of the Chicago 1999 Conference Committee, we are most grateful to each individual. In particular, we wish to acknowledge the extraordinary contributions of Kelley Hinze, Gove Allen, and Zehra Ahmed for overall program development and coordination at the University of Minnesota, of Raul Necochea for coordinating the professional development workshops at Boston College and of Alan Eisner and Damon Hurd for internet communications.

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

Jean M. Bartunek, Program Chair-Elect  
Boston College
Thank You
to the Academy's Division Program Chairs and Workshop Chairs

Division
Business Policy & Strategy
Careers
Conflict Management
Entrepreneurship
Gender and Diversity in Organizations
Health Care Management
Human Resources
International Management
Management Education & Development
Management History
Managerial & Organizational Cognition
Management Consulting
Operations Management
Organization & Management Theory
Organization Development & Change
Organizational Behavior
Organizational Communication
& Information Systems
Organizations & the Natural Environment
Public & Nonprofit Division
Research Methods
Social Issues in Management
Technology & Innovation Management

Division Program Chairs
Ming-Jer Chen, U. Of Pennsylvania
Jay Mahoney, Montclair State U.
Laurie R. Weingart, Carnegie Mellon U.
Robert Hisrich, Case Western Reserve U.
Audrey J. Murrell, U. of Pittsburgh
Jacqueline Zinn, Temple U.
Lynn M. Shore, Georgia State U.
Farok Contractor, Rutgers U - Newark
James Stoner, Fordham U
Eileen P. Kelly, Ithaca College
Kathleen M. Sutcliffe, U. Of Michigan
Anthony F. Buono, Bentley College
Robert Klassen, U. of Western Ontario
Joseph Porac, U. of Illinois - Urbana Champaign
A.B. (Rami) Shani, Cal Poly State U.
Robert C. Liden, U. of Illinois, Chicago
JoAnne Yates, Massachusetts Institute of Technology
John M. Jermer, U. of South Florida
Mary Tschirhart, Indiana U.
Karen Golden-Biddle, U. of Alberta
Dawn Elm, U. of St. Thomas
Deborah Dougherty, Rutgers U.

Professional Develop. Workshop Chairs
Albert A. Cannella Jr, Texas A&M U.
Susan Adams, Bentley College
Judi McLean Parks, Washington U.
Thomas Dean, U. of Colorado, Boulder
Laura Graves, Clark U.
Sharon Topping, U. of North Carolina
Lois Tetruck, U. of Houston
Srilata Zaheer, U of Minnesota
Robert DeFillippi, Suffolk U.
Jane Whitney Gibson, Nova Southeastern U.
Theresa Lant, New York U.
Bill Vroman, Strategic Planning, Inc.
Tom Choi, Arizona State University
Eric Abrahamson, Columbia U.
Ronald E. Purser, San Francisco State U.
Terry Mitchell, U. of Washington
Mark Keil, Georgia State U.
Gordon Rands, Western Illinois U.
Ralph S. Brower, Florida State U.
Thomas Lee, U. of Washington
Jeanne M. Logsdon, U. of New Mexico
Philip Anderson, Dartmouth College

Thank You
to the Chicago '99 Local Arrangements Committee Members

Committee Role
Chair
Deputy Chair
5K run & external special events
Logo 1999
Registration Packet Coord
Security
Shirts & special functions
Signage
Sites & rest guide
Site coordination
Temporary labor
Support staff
LANetwork coord
Sponsorships
Exhibits
Placement

Committee Member
Kenneth Thompson
Nick Mathys
Jasmine Tata
Tracey Thompson
Maryann Albrecht
Margaret Posig
Cynthia Sutton
Jill Kickul and Lisa Gundry
Judi Strauss
Owais Succiari
S. Tim Keaveny
Joseph P. Yaney
Harold Welsch
Alice Stuhlmacher
Peter Sorensen, Jr.
Andrew Flostran,
McRae Banks
Philip Stone
Geralyn M.Frankin

Affiliation
DePaul University
DePaul University
Loyola University
Carnegie Mellon U
University of Illinois. Chicago
DePaul University
Indiana University - South Bend
DePaul University
Benedictine University
DePaul University
Marquette University
Northern Illinois University
DePaul University
DePaul University
Benedictine University
Simon Fraser University
Worcester Polytechnic Institute
GT Enterprises
University of Texas, San Antonio
Placement Services

The Placement Service is available only to persons who register for and attend the meeting. An orientation on using the Academy’s placement services will be held Saturday 8/7/99 from 6-7pm and Sunday 8/8/99 from 1-2pm.

Placement Service information was mailed to all current members of the Academy in May. Pre-registration may be done online at http://www.aom.pace.edu/placement until Saturday, July 31. Persons unable to pre-register should bring completed applicant or employer forms and enter the required information on computers at Placement Services during the meeting.

Cost to register as an applicant is $50. The registration fee for positions is $100. As in previous years, interview tables are provided for conducting interviews. They are assigned on a first-come, first-served basis. Cost to reserve a table for the meeting is $50 for tables in Wacker Hall (exhibitor area) or $125 for tables in smaller meeting rooms (considered “premium” rooms).

POSITION STATEMENT ON PLACEMENT ACTIVITIES

The Academy expects that job candidates will not be treated differently on the basis of race, ethnicity, national origin, sex, religion, age, or disability. Questions related to those issues are inappropriate (i.e., questions on marital status, family commitments, etc.). Interviewers should also be respectful of various theoretical perspectives, teaching philosophies, and substantive domains of interest.

We believe the interview areas offered by the Placement Service are a very appropriate location for interviews. Additionally, interviews may be conducted in conversation areas available throughout the conference facilities. The conference hotels also offer a number of full and parlor suites that have sitting areas which might be used for interviews.

The Academy of Management is concerned about providing appropriate settings for conducting interviews—settings that will accommodate candidates with disabilities and that do not have the potential of creating an awkward interview environment. Hotel guest rooms are usually inappropriate settings for conducting recruiting interviews. If interviews must be conducted in hotel guest rooms, we offer the following suggestions: have multiple recruiters meet with each candidate; leave the guest room door ajar; ensure that the room is properly prepared to conduct interviews (i.e., beds are made, personal belongings are put away, etc.); maintain and encourage a professional demeanor by having all parties sit on chairs or sofas, wear shoes, and ask only appropriate questions; and above all, be sensitive to concerns of the other party by avoiding actions or comments that may make others uncomfortable.

EXCERPT FROM THE ACADEMY’S CODE OF ETHICAL CONDUCT

The Academy of Management and its members are committed to providing academic environments that are free of sexual harassment and all forms of sexual intimidation and exploitation. Sexual harassment consists of unwelcome sexual advances, requests for sexual favors, and other visual, verbal, or physical conduct of a sexual nature when:

1. It is implicitly or explicitly suggested that submission to or rejection of the conduct will be a factor in academic employment, admission, evaluation, or participation in an academic activity; or
2. The conduct has the purpose of interfering with an individual’s academic or work performance, by creating an intimidating, hostile, or otherwise unacceptable educational or work environment.

The determination of what constitutes sexual harassment depends upon the specific facts and the context in which the conduct occurs. Sexual harassment takes many forms: subtle and indirect, or blatant and overt. It can be conduct affecting an individual of the opposite sex or same sex, between peers or between individuals in a hierarchical relationship, or between teacher and student. Regardless of the intentions of the actor, the key question is always whether the conduct would be unwelcome to the individual to whom it is directed.
# Chicago '99 Exhibitors

in Wacker Hall of Hyatt Regency Hotel

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<td>Greenwood/Quorum</td>
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<td>i-CASE series</td>
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<td>Walter deGruyter</td>
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Exhibitor -- We welcome you, thank you for your continued support, hope you find this year’s conference enjoyable and invite you to join us again next year in Toronto. Your comments, suggestions, and kudos are always welcome. To reserve your space for Toronto, please contact:

Phil Stone
GT Enterprises
P.O. Box 11503
Pleasanton, California 94588-1503

Phone: 925-426-1920
Fax: 510-490-4235
Email philzbub@pacbell.net
wacker hall exhibits
Conference Notes

**Types of Sessions**

The conference program is presented in sections by types of sessions. They include the following:

**All-Academy Theme Sessions (AA)** are symposia and activities that address the conference theme, *Change and Development Journeys Into a Pluralistic World*.

**Showcase Symposia (SC)** are panel sessions that are jointly sponsored by two or three divisions and were nominated by division chairs to have wide appeal on any topic.

**Shared Interest Track (SIT)** are paper sessions that deal with a common topic or issue based on papers nominated by division program chairs.

**Interactive Paper Sessions (IP)** are informal small group discussions that are led by authors of accepted papers. IP authors are encouraged to invite five individuals to come to their sessions to discuss their papers. Anyone else is welcome to participate in the paper discussions.

**Caucuses (CA)** are informal discussions among small groups or communities of individuals who share a common topic, concern or affinity. To be listed in the program, caucus organizers submitted a topic with the signatures of five individuals who wanted to discuss the topic in a caucus.

**Professional Development Workshops (PDW)** (formerly known as preconference activities) are held Friday to Sunday noon, and include a variety of intensive consortia and workshops for doctoral students, faculty, and other conference participants. These sessions often require preregistration. See the program session for contact information.

**Audio and Video Taping**

Video and audio tapes of selected sessions will be made available, as a result of a new policy by the Academy Board of Governors. These recordings are in conformance with the standing policy that no recordings of Academy sessions or activities are permitted unless written consent is obtained from the Academy Vice President and Program Chair, Andrew Van de Ven, and all participants in the sessions being recorded. Such permission must be secured prior to the meetings.

**Proceedings**

The proceedings CD includes the 122 best papers and 250-word abstracts for all of the papers and symposia. It also contains handouts from the All-Academy sessions and the membership directory of the Academy of Management.

**Abbreviations Used in Program Guide**

- **AA**: All Academy Theme session
- **AOM**: Academy of Management
- **BPS**: Business Policy & Strategy Division
- **CA**: Caucus session
- **CAR**: Careers Division
- **CM**: Conflict Management Division
- **ENT**: Entrepreneurship Division
- **GDO**: Gender and Diversity in Organizations Division
- **HCM**: Health Care Management Division
- **HR**: Human Resources Division
- **IAOM**: Ibero Academy of Management
- **IM**: International Management Division
- **IP**: Interactive Paper session
- **IPC**: International Program Committee
- **JS**: Jointly-sponsored symposium by several divisions
- **M**: Meeting
- **MC**: Management Consulting Division
- **MED**: Management Education & Development Division
- **MH**: Management History Division
- **MOC**: Managerial & Organizational Cognition Division
- **OB**: Organizational Behavior Division
- **OCIS**: Organizational Communication & Information Systems Division
- **ODC**: Organization Development & Change Division
- **OM**: Operations Management Division
- **OMT**: Organization & Management Theory Division
- **ONE**: Organizations & the Natural Environment
- **OS**: Off Site
- **P**: Paper session
- **PDW**: Professional Development Workshop
- **PNS**: Public & Nonprofit Division
- **RM**: Research Methods Division
- **S**: Symposium (or panel) session
- **SC**: Showcase symposium
- **SIM**: Social Issues in Management Division
- **SIT**: Shared Interest Track paper session
- **SPDW**: Shared Professional Development Workshop
- **T**: Theme session
- **TIM**: Technology & Innovation Management Division
- **→**: Teaching Oriented Session
- **←**: Session begins prior to the time indicated
- **→**: Session extends beyond the time indicated
## Conference Program Guide
### Friday Morning, August 6, 1999

<table>
<thead>
<tr>
<th>Time</th>
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<tr>
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<td>Swiss: Gbll I</td>
<td>595 MED: Exploring Change</td>
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<td>72 Practitioner Series: Introduction to the Inquiry Process and Research Projects</td>
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<td>18 M: Board of Governors Meeting</td>
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<td>73 International Research Collaborations</td>
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<td>557 IM: Polar Winds to Tropical Paradises: Management Research in the Americas</td>
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<td>431 ENT in Franchising, Co-ops, MLMs</td>
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<td>558 International Human Resource Management: Where Are We Now and Where Are We Going?</td>
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<td>592 MED Workshop: Bringing life to management education</td>
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<td>708 ENT, MED &amp; MOC Workshop on Creative Classroom Action</td>
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### Friday Afternoon, August 6, 1999

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<td>Swiss: Gbll I</td>
<td>389 Reception for the New Doctoral Student Consortium</td>
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<td>Swiss: Gbll 3</td>
<td>203 HCM Welcome Reception &amp; Introductions</td>
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<td>Hyatt West: Toronto</td>
<td>596 MED: Escape from Cluelessness</td>
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<td>Hyatt West: Wrigley</td>
<td>22 ODC &amp; BPS: Org. Learning as Developmental Journey</td>
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<td>509 IM Workshop for Non-US Participants at the Academy of</td>
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<td>304 Junior Faculty Breakout Session: Forming</td>
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<td>308 BPS/OMT/RI/MOC: Conversations to Build Theory in Trans-disciplinary Research</td>
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### Friday Evening, August 6, 1999

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<td>HR Junior Faculty Consortium &amp; MOC/OMT: Legitimacy &amp; Identity</td>
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<td>New Doctoral Student Consortium &amp; Critical Management Studies: Parallel Tracks</td>
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<td>OCIS Mid-Career Faculty Workshop &amp; OB/OMT Junior Faculty Consortium</td>
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<td>HCM Lunch &amp; Grantwriting: What You Need to Know to Get Funded</td>
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<td>Resources and the Growth of Entrepreneurial Cognitive and Social Factors in Entrepreneurial Success</td>
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<td>OB/ODC/OMT Doctoral Consortium &amp; IM &amp; RM: Workshop on Hierarchical Linear Modeling</td>
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### Saturday Evening, August 7, 1999

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<td>Hyatt West: New Orleans GDO Reception</td>
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### Sunday Morning, August 8, 1999

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### Sunday Afternoon, August 8, 1999

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### Sunday Evening, August 8, 1999

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<tr>
<td>8:00</td>
<td>Welcome</td>
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<td>Welcome &amp; Strategic Change</td>
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<tr>
<td>9:00</td>
<td>P: Technology, Product Strategy</td>
</tr>
<tr>
<td>9:30</td>
<td>T: Emerging Country Investment</td>
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<tr>
<td>10:00</td>
<td>T: The World of Contingent Work</td>
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<tr>
<td>10:30</td>
<td>T: Structural Modeling</td>
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<tr>
<td>11:00</td>
<td>T: Job Performance</td>
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<tr>
<td>11:30</td>
<td>T: Leader-member exchange</td>
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**Personal Appointments**

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<td>12:30</td>
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<td>7:00</td>
<td>Distinguished Speaker</td>
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<tr>
<td>7:30</td>
<td>Executive Committee Meetings</td>
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<tr>
<td>8:00</td>
<td>Global Networking Hospitality</td>
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## Monday Evening, August 9, 1999

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### 1997-1999 Trends in Submissions to Academy of Management Conferences

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<th>Year</th>
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<td>- # PDW sessions Fri-Sun</td>
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<td>- # Regular sessions Sun-Wed</td>
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<tr>
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<td>- # people on regular program (Sun-Wed)</td>
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<tr>
<td># countries represented in entire program</td>
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<th>Universities with the Most Participants in Chicago '99 Conference Sessions</th>
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<tr>
<td>1. U. of Michigan</td>
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<td>2. U. of Pennsylvania</td>
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<td>3. Cornell U.</td>
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<tr>
<td>3. Stanford U.</td>
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<tr>
<td>5. U. of Minnesota</td>
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<td>5. New York U.</td>
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<td>5. Michigan State U.</td>
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<tr>
<td>9. U. of Illinois, Urbana-Champaign</td>
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<tr>
<td>10. Northwestern U.</td>
</tr>
<tr>
<td>10. U. of Southern California</td>
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## Tuesday Morning, August 10, 1999

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<tr>
<td>8:00</td>
<td>1. AA Hyatt East: GndBall A</td>
<td>T: Tuesday's Surprise Wake-up</td>
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<td>2. AA Hyatt West: Regency Ball C(N)</td>
<td>T: Unilever Targets the Bottom</td>
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<tr>
<td>9:00</td>
<td>3. AA Swiss: Gbb I</td>
<td>T: Is Making Change Complex?</td>
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<tr>
<td>9:30</td>
<td>4. SC Hyatt West: Regency Ball D(N)</td>
<td>Agreeing to Disagree</td>
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<tr>
<td>10:00</td>
<td>5. SC Hyatt West: Water Tower</td>
<td>Cognition's Evolution (K)</td>
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<td>6. SC Hyatt East: GndBall B</td>
<td>JS: Careers in Transition</td>
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<td>11:00</td>
<td>7. JS Hyatt East: GndBall F</td>
<td>JS: Project-Based Learning</td>
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<td>11:30</td>
<td>8. JS Hyatt East: GndBall E</td>
<td>JS: Change and Performance</td>
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<td>12:00</td>
<td>9. JS Hyatt West: Comiskey</td>
<td>JS: Trust in Virtual Worlds</td>
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<td>12:30</td>
<td>10. JS Swiss: Gbb I</td>
<td>JS: Sexual Harassment Perspectives</td>
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<td>13:00</td>
<td>11. SIT Hyatt East: GndBall D(N)</td>
<td>JP: Cognitive Maps</td>
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<td>13:30</td>
<td>12. SIT Hyatt East: GndBall C(N)</td>
<td>JP: Dynamic Environments</td>
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<td>14:00</td>
<td>13. SIT Hyatt East: Columbus E/F</td>
<td>JP: E-mail and E-commerce</td>
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<tr>
<td>14:30</td>
<td>14. IP Hyatt East: Wacker West (1)</td>
<td>IP: Selection &amp; Appraisal</td>
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<tr>
<td>15:00</td>
<td>15. IP Hyatt East: Wacker West (2)</td>
<td>IP: Recent Developments in Theory</td>
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<td>16. IP Hyatt East: Wacker West (3)</td>
<td>IP: Gender Comparisons</td>
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<tr>
<td>16:00</td>
<td>17. IP Hyatt East: Wacker West (4)</td>
<td>IP: Government Relations</td>
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<td>16:30</td>
<td>18. IP Hyatt West: Wacker West (5)</td>
<td>IP: Culture and Control in HCOs</td>
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<tr>
<td>17:00</td>
<td>19. BPS Hyatt West: Regency Ball A(S)</td>
<td>P: Knowledge Sharing</td>
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<tr>
<td>17:30</td>
<td>20. BPS Hyatt West: Acapulco</td>
<td>P: CEO's, Status Quo, Performance</td>
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<td>18:00</td>
<td>21. BPS Hyatt West: Toronto</td>
<td>P: Perspectives on Scale</td>
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<td>22. CAR Hyatt West: Goldcoast</td>
<td>T: McDonald's 'Made for You'</td>
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<td>23. CM Hyatt West: Haymarket</td>
<td>P: Group Conflict</td>
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<td>24. ENT Hyatt West: Wrigley</td>
<td>S: Negotiation Process</td>
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<td>25. GDO Hyatt West: Stetson F</td>
<td>P: Family Business Strategy</td>
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<td>26. HCM Hyatt West: Columbian</td>
<td>P: ENT in Existing Organizations</td>
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<td>21:00</td>
<td>27. HR Hyatt West: Field</td>
<td>P: Career Issues</td>
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<td>28. HR Hyatt West: McCormick</td>
<td>S: Individualism-Collectivism</td>
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<td>22:00</td>
<td>29. IM Hyatt East: Columbus C/D</td>
<td>S: HR &amp; Strategy in Service Firms</td>
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<td>30. IM Hyatt East: Columbus H</td>
<td>P: Compensation Effectiveness</td>
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<td>23:00</td>
<td>31. MED Swiss: Alpine II</td>
<td>P: Team &amp; Leadership Processes</td>
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<td>23:30</td>
<td>32. MH Hyatt West: Burnham</td>
<td>P: Multicultural Teams</td>
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<td>00:00</td>
<td>33. MOC Hyatt West: Picasso</td>
<td>P: Values in Global Companies</td>
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<td>00:30</td>
<td>34. MC Swiss: Davos</td>
<td>P: Entrepren In Emerging Nations</td>
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<td>01:00</td>
<td>35. OB Hyatt West: Regency Ball B(S)</td>
<td>P: Thinking about the Basi</td>
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<td>01:30</td>
<td>36. OB Hyatt West: New Orleans</td>
<td>P: Leadership in Organizations</td>
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<td>02:00</td>
<td>37. OB Hyatt West: Atlanta</td>
<td>P: Thinking and Learning</td>
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<td>02:30</td>
<td>38. OM Swiss: Engleberg</td>
<td>P: New Paradigms for Consultation</td>
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<td>39. OMT Hyatt East: Columbus G</td>
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<td>40. OMT Hyatt East: Columbus I/J</td>
<td>P: Supply chain management</td>
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<td>41. OMT Hyatt East: Columbus K/L</td>
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<td>42. ODC Hyatt East: Columbus A</td>
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<td>43. OCIS Hyatt West: Dusabe</td>
<td>P: Corporate Governance</td>
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<td>44. ONE Swiss: Neuchatel</td>
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<td>45. PNS Hyatt West: Vevey</td>
<td>P: Institution Transformation (I)</td>
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<td>46. RM Swiss: Alpine I</td>
<td>P: High Perf. Self Managed Teams</td>
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<td>47. SIM Swiss: Gbb 2</td>
<td>P: Managing Change Complexity</td>
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<td>48. TIM Hyatt West: Stetson E</td>
<td>P: Technology &amp; Structure</td>
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<td>49. Hyatt East: Wacker East</td>
<td>P: Reclaiming Past Knowledge</td>
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<td>50. Hyatt East: GndBall Reg Area</td>
<td>P: Negotiation Process</td>
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<td>09:00</td>
<td>51. Hyatt West: San Francisco</td>
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<td>52. Hyatt East: Skyway 272</td>
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<td>54. Off Site: See Contact</td>
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### Personal Appointments

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**Global Networking Hospitality**
# Tuesday Afternoon, August 10, 1999

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<th>Time</th>
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<tr>
<td>12:00</td>
<td>Change Via Piano &amp; Photos</td>
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<td>T: Transforming mgt. education</td>
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<tr>
<td>1:30</td>
<td>T: Tension &amp; Change: What to do?</td>
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<td>T: What's behind the Great Wall?</td>
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<td>S: Institutional Change (I)</td>
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<td>S: Emergent IT &amp; Org. Change</td>
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<td>S: Mgmt and OD Across Borders</td>
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<td>JS: Sweet Home Chicago</td>
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<td>JS: NOFIA</td>
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<td>S: Negotiation Teaching</td>
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Personal Appointments

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<td>Hyatt East: Regency Ball A</td>
<td>261 S: Cynicism and trust in workplace</td>
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<td>262 P: Global work attitudes</td>
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<td>263 S: Cynicism and trust in workplace</td>
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<td>264 S: Cynicism and trust in workplace</td>
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<td>265 P: Consulting Interventions</td>
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<td>Hyatt East: Regency Ball A</td>
<td>266 JS: Project management</td>
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<td>267 P: Identities and Organizing</td>
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<td>Hyatt East: Regency Ball A</td>
<td>268 P: Environmental Uncertainty</td>
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<td>269 P: Organizational Culture</td>
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<td>Hyatt East: Regency Ball A</td>
<td>270 S: Results from NOFIA</td>
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<td>271 JS: Knowledge in Service Firms (K)</td>
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<td>Hyatt East: Regency Ball A</td>
<td>272 S: Lessons from Theater</td>
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<td>Hyatt East: Regency Ball A</td>
<td>273 P: Technology Use</td>
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<td>Hyatt East: Regency Ball A</td>
<td>274 S: MNC's &amp; Global Environ. Issues</td>
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<td>Hyatt East: Regency Ball A</td>
<td>275 P: Universal Best Practices?</td>
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<td>Hyatt East: Regency Ball A</td>
<td>276 P: Contracting and Co-production</td>
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<td>277 P: International Ethics/CSR</td>
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<td>278 P: Creating Capabilities</td>
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<td>279 P: Organizing for Innovation</td>
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<td>280 Placement</td>
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<tr>
<td></td>
<td>Hyatt East: Regency Ball A</td>
<td>281 Registration</td>
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Wednesday Morning, August 11, 1999
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:30</td>
<td>Work transition journeys (SC)</td>
</tr>
<tr>
<td>1:00</td>
<td>Developmental Entrepreneurship</td>
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<tr>
<td>1:30</td>
<td>S: Emotional Intelligence</td>
</tr>
<tr>
<td>2:00</td>
<td>Path Dependence and Creation</td>
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<tr>
<td>2:30</td>
<td>HRM lessons from 13 countries</td>
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<td>3:00</td>
<td>S: Emotional Intelligence</td>
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<tr>
<td>3:30</td>
<td>S: Emotional Intelligence</td>
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<tr>
<td>4:00</td>
<td>S: Emotional Intelligence</td>
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<tr>
<td>4:30</td>
<td>JS: MNCs and Knowledge Transfer</td>
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<tr>
<td>5:00</td>
<td>JS: MNCs and Knowledge Transfer</td>
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<tr>
<td>12:30</td>
<td>P: Hybrid Governance</td>
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<tr>
<td>1:00</td>
<td>P: Evaluating Performance</td>
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<tr>
<td>1:30</td>
<td>P: Innovation and Creativity</td>
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<tr>
<td>2:00</td>
<td>S: Sexual Harassment Research</td>
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<tr>
<td>2:30</td>
<td>S: Sexual Harassment Research</td>
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<tr>
<td>3:00</td>
<td>S: Sexual Harassment Research</td>
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<tr>
<td>3:30</td>
<td>S: Sexual Harassment Research</td>
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<tr>
<td>4:00</td>
<td>M: IM Member Feedback/Reflection</td>
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<tr>
<td>4:30</td>
<td>P: The Natural Role of Diversity</td>
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<tr>
<td>5:00</td>
<td>P: Stress</td>
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<tr>
<td>12:30</td>
<td>S: Structuring Service Interactions for Effective Service</td>
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<tr>
<td>1:00</td>
<td>S: Structuring Service Interactions for Effective Service</td>
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<tr>
<td>1:30</td>
<td>S: Structuring Service Interactions for Effective Service</td>
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<td>S: Structuring Service Interactions for Effective Service</td>
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<tr>
<td>5:00</td>
<td>S: Structuring Service Interactions for Effective Service</td>
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</tbody>
</table>

**Wednesday Afternoon, August 11, 1999**
### Conference Activities and Meetings

**Program Chair:** Andrew H. Van de Ven, University of Minnesota  
**Local Arrangements Chair:** Kenneth R. Thompson, DePaul University  
**Program Coordinator:** Kelley D. Hinze, University of Minnesota

<table>
<thead>
<tr>
<th>Start</th>
<th>Regular Program</th>
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</thead>
<tbody>
<tr>
<td>1:00 pm</td>
<td>M: Board of Governors Meeting • HW: Acapulco</td>
</tr>
<tr>
<td>9:00 am</td>
<td>M: Board of Governors Meeting • HE: GndBall B</td>
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<tr>
<td>6:00 pm</td>
<td>Placement How Tots • HE: Columbus H</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Registration • HE: GndBall Reg Area</td>
</tr>
<tr>
<td></td>
<td>Asia Academy of Management • S: Gball 2</td>
</tr>
<tr>
<td></td>
<td>Placement • HE: Group Office</td>
</tr>
<tr>
<td></td>
<td>Membership • HE: GndBall Reg Area</td>
</tr>
<tr>
<td>9:30 am</td>
<td>M: Regional AOM Officers • HE: Columbus A</td>
</tr>
<tr>
<td></td>
<td>M: Div. Newsletter Editors • HW: Goldcoast</td>
</tr>
<tr>
<td></td>
<td>M: 98-99 Div. Program Chairs • HW: Hong Kong</td>
</tr>
<tr>
<td></td>
<td>M: 98-99 Div. Chairs • HW: Acapulco</td>
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<tr>
<td>10:30 am</td>
<td>M: People of Color Committee Mtg • HW: Dusable</td>
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<tr>
<td></td>
<td>M: 99-00 Division Chairs • HW: Hong Kong</td>
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<tr>
<td></td>
<td>M: Incoming PDW Chairs • HW: New Orleans</td>
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<tr>
<td></td>
<td>M: Incoming Division Chairs • HW: Acapulco</td>
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<tr>
<td></td>
<td>M: Officers of the Eastern AOM • HE: Skyway 279</td>
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<td></td>
<td>M: Officers of the Midwest AOM • HE: Skyway 280</td>
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<td></td>
<td>M: Officers of the Southern AOM • HE: Skyway 281</td>
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<td></td>
<td>M: Officers of the SouthWest AOM • HE: Skyway 282</td>
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<td></td>
<td>M: Officers of the Western AOM • HE: Skyway 283</td>
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<tr>
<td>12:00 pm</td>
<td>Exhibits • HE: Wacker East</td>
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<tr>
<td></td>
<td>M: International Programs Commit • HW: Goldcoast</td>
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<tr>
<td></td>
<td>AOM Governance Meeting • HE: Skyway 272</td>
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<tr>
<td></td>
<td>Placement • HE: Wacker East</td>
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<tr>
<td>1:00 pm</td>
<td>M: Board of Governors Meeting • HW: Acapulco</td>
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<tr>
<td>2:00 pm</td>
<td>M: AOM Journal Outgoing Board • HE: Columbus A</td>
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<tr>
<td></td>
<td>M: Journal of Management Inquiry • HE: Columbus G</td>
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<td></td>
<td>AMR Writer’s Workshop • HE: Columbus H</td>
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<td></td>
<td>M: Administrative Science Quarter • HE: Columbus K/L</td>
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<td></td>
<td>M: Organization • HW: Addams</td>
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<td>M: Leadership Quarterly • HW: Homer</td>
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<td>M: • HW: Ogden</td>
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<td></td>
<td>M: Org Science, Senior Editors • HW: Burnham</td>
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<td>M: Journal of Management Educatio • HW: Dusable</td>
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<td>M: Journal of Organizational Chan • HW: McCormick</td>
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<td>M: Journal of Leadership Studies • HW: Haymarket</td>
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<td>M: Journal of Occupational Health • HW: Picasso</td>
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<td>M: Academy of Management Executiv • HW: Soldier Field</td>
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<td>M: AOM Review Outgoing Board • HW: Wrigley</td>
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<td>M: Group &amp; Organization Mgmt Jrnl • HW: San Francisco</td>
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<td></td>
<td>Global Networking Hospitality • HE: Skyway 272</td>
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<tr>
<td>3:30 pm</td>
<td>M: AOM Journal Incoming Board • HE: Columbus A</td>
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<td>M: Management Science Board • HE: Columbus H</td>
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<tr>
<td></td>
<td>M: Journal of Management • HW: Burnham</td>
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<td>M: Journal of Mgmt Education • HW: Dusable</td>
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<td>M: Management Learning • HW: Field</td>
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<td>M: Orientation for New Members • HW: Columbian</td>
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<td>M: AOM Review Incoming Board • HW: Wrigley</td>
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<td></td>
<td>M: Organization Science Editorial • HW: Atlanta</td>
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<tr>
<td>7:00 pm</td>
<td>All-Academy Reception • HE: Grand Ballroom</td>
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<tr>
<td>9:00 pm</td>
<td>Barnard Society • HE: Columbus G</td>
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<tr>
<td></td>
<td>All-Academy Dance • HE: Grand Ballroom</td>
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<tr>
<td>9:00 am</td>
<td>Membership • HE: GndBall Reg Area</td>
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<td></td>
<td>Exhibits • HE: Wacker East</td>
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<td>Registration • HE: GndBall Reg Area</td>
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<td>Placement • HE: Wacker East</td>
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<td></td>
<td>IPC Information Booth • HE: Wacker East</td>
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<tr>
<td>10:00 am</td>
<td>Global Networking Hospitality • HE: Skyway 272</td>
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<tr>
<td>12:00 pm</td>
<td>M: Journal of Org Behavior • HW: Wright</td>
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<tr>
<td>12:10 pm</td>
<td>Journal of Org. Behavior • HW: Wright</td>
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<tr>
<td>3:30 pm</td>
<td>M: Executive Committee Meetings • HE: Skyway 280</td>
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<tr>
<td>5:00 pm</td>
<td>PDW Program Meeting • HW: Burnham</td>
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<tr>
<td>8:00 pm</td>
<td>Reception of new &amp; non-US mbrs • HE: GndBall F</td>
</tr>
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</table>
Tuesday

9:00 am
1. Membership • HE: GndBall Reg Area
2. Exhibits • HE: Wacker East
3. Registration • HE: GndBall Reg Area
4. Placement • HE: Wacker East
5. IPC Information Booth • HE: Wacker East

10:00 am
6. Global Networking Hospitality • HE: Skyway 272

12:00 pm
7. Presidential Luncheon • HE: Grand Ballroom

6:00 pm
8. Academy Fellows Reception • GS: See Contact

6:30 pm
9. Human Relations Reviewers • HE: GndBall D(N)

Wednesday

9:00 am
10. Membership • HE: GndBall Reg Area
11. Exhibits • HE: Wacker East
12. Registration • HE: GndBall Reg Area
13. Placement • HE: Wacker East

Friday 1:00 pm

1a. Meeting: Board of Governors Meeting
• 1:00-5:00 Hyatt West: Acapulco
Presiding: Anne S. Huff, U. of Colorado / Cranfield School of Management

Saturday 9:00 am

1b. Meeting: Board of Governors Meeting
• 9:00-5:00 Hyatt East: GndBall B
Presiding: Anne S. Huff, U. of Colorado / Cranfield School of Management

2. The "How Tos" of the Academy of Management Placement Services
• 1:00-2:00 Hyatt East Columbus H
Presenters: Geralyn M. Franklin, U. of Texas, San Antonio; Nancy Leonard, Lewis Clark State College; Mary Jo Vaughan, Mercer U

Sunday 9:00 am

3. Registration
• 9:00-5:00 Hyatt East: GndBall Reg Area
Executive Director: Nancy Urbanowicz, Academy of Management

4. Asia Academy of Management
• 9:00-12:00 Swiss: Gball 2
Organizer: Chung-Ming Lau, Chinese U. of Hong Kong

5. Placement
• 9:00-12:00 Hyatt East: Group Office
Open to receive forms and to distribute books listing pre-registered applicants and positions.
Director of Placement: Geralyn M. Franklin, U. of Texas, San Antonio

6. Membership
• 9:00-5:00 Hyatt East: GndBall Reg Area
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, CARWIL Management Consulting

Sunday 9:30 am

7. Meeting: Officers of Regional Academy of Management Associations
• 9:30-10:30 Hyatt West: Goldcoast
Presiding: Jo Ann Duffy, Sam Houston State U.

• 9:30-10:30 Hyatt West: Hong Kong
Presiding: Andrew H. Van de Ven, U. of Minnesota

• 9:30-10:30 Hyatt West: Acapulco
Presiding: David Whetten, Brigham Young U.

Sunday 10:30 am

11. Meeting: People of Color Committee Meeting
• 10:30-12:00 Hyatt West: Dusable
Presiding: Stella Nkomo, U. of North Carolina, Charlotte

• 10:30-12:00 Hyatt West: Hong Kong
Presiding: Andrew H. Van de Ven, U. of Minnesota

Presiding: Jone Pearce, U. of California, Irvine
• 10:30-12:00 Hyatt West: New Orleans

• 10:30-12:00 Hyatt West: Acapulco
Presiding: Jean M. Bartunek, Boston College

15. Meeting: Officers of the Eastern Academy of Management
• 10:30-12:00 Hyatt East: Skyway 279
Presiding: Bonita Better-Reid, Simmons GSM

16. Meeting: Officers of the Midwest Academy of Management
• 10:30-12:00 Hyatt East: Skyway 280
Presiding: Marilyn Fox, Mankato State U

17. Meeting: Officers of the Southern Academy of Management
• 10:30-12:00 Hyatt East: Skyway 281
Presiding: C. A. Schriesheim, U. of Miami

18. Meeting: Officers of the SouthWest Academy of Management
• 10:30-12:00 Hyatt East: Skyway 282
Presiding: Tim O. Peterson, The Stalwart Group

19. Meeting: Officers of the Western Academy of Management
• 10:30-12:00 Hyatt East: Skyway 283
Sunday 12:00 pm

20. Exhibits
   - 12:00-5:00 Hyatt East: Wacker East
Refreshment Break at 2:00pm Sponsored by ITP/Southwestern College Publishing
Director of Publisher Relations and Exhibits Coordinator: Philip B. Stone, GT Enterprises

21. Meeting: International Programs Committee Meeting
   - 12:00-1:30 Hyatt West: Goldcoast
Presiding: Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research

22. Academy of Management Council Meeting
   - 12:00-2:00 Hyatt East: Skyway 272
Presiding: Anne S. Huff, U. of Colorado / Cranfield School of Management

23a. Placement
   - 12:00-5:00 Hyatt East: Wacker East
Director of Placement: Geralyn M. Franklin, U. of Texas, San Antonio

23b. The "How Tos" of the Academy of Management Placement Services
   - 1:00-2:00 Hyatt East Columbus H
Presenters: Geralyn M. Franklin, U. of Texas, San Antonio; Nancy Leonard, Lewis Clark State College; Mary Jo Vaughan, Mercer U

Sunday 2:00 pm

24. Meeting: Academy of Management Journal Outgoing Board
   - 2:00-3:30 Hyatt East: Columbus A
Presiding: Anne S. Tsui, Hong Kong U. of Science and Technology

25. Meeting: Journal of Management Inquiry
   - 2:00-5:00 Hyatt East: Columbus G
Presiding: Paul M. Hirsch, Northwestern U.

26. AMR Writer’s Workshop
   - 2:00-3:30 Hyatt East: Columbus H
Pregression required please contact Linn Van Dyne.
Presiding: Linn Van Dyne, Michigan State U.

27. Meeting: Administrative Science Quarterly
   - 2:00-5:00 Hyatt East: Columbus K/L
Professional Development Workshop Chair: Christine Oliver, York U.

28. Meeting: Organization
   - 2:00-3:30 Hyatt West: Addams
Presiding: Rosemary Nixon, SAGE Publications, Inc.; Linda Smireich, U. of Massachusetts, Amherst; Marta B. Calas, U. of Massachusetts, Amherst

29. Meeting: Leadership Quarterly
   - 2:00-3:30 Hyatt West: Horner
Presiding: Jerry Hunt, Texas Tech U.

30. Meeting: M@n@gement
   - 2:00-3:30 Hyatt West: Ogden
Presiding: Bernard Forgues, IAE, Tours

31. Meeting: Organization Science, Senior Editors

32. Meeting: Journal of Management Education
   - 2:00-3:30 Hyatt West: Burnham
Presiding: Claudia B. Schoonhoven, U. of California, Irvine

33. Meeting: Journal of Organizational Change Management
   - 2:00-3:30 Hyatt West: McCormick
Presiding: David M. Boje, New Mexico State U.; Nancy E. Landrum, New Mexico State U.

34. Meeting: Journal of Leadership Studies Board
   - 2:00-3:30 Hyatt West: Haymarket
Presiding: Richard M. Hodgetts, Florida International U.

35. Meeting: Journal of Occupational Health Psychology
   - 2:00-3:30 Hyatt West: Picasso
Presiding: James Campbell Quick, U. of Texas, Arlington

36. Meeting: Academy of Management Executive
   - 2:00-3:30 Hyatt West: Soldier Field
Presiding: Sheila Puffer, Editor, Academy of Management Executive

37. Meeting: Academy of Management Review Outgoing Board
   - 2:00-3:30 Hyatt West: Wrigley
Presiding: Ken G. Smith, U. of Maryland

38. Meeting: Group and Organization Management Journal
   - 2:00-3:30 Hyatt West: San Francisco
Presiding: P. Christopher Earley, Indiana U.

   - 2:00-4:00 Hyatt East: Skyway 272
Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology.
Hosts: Betty Jane Punnett, U. of the West Indies / U. of Windsor; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Neusa Santos, Universidad Pontifica Catholica, Brazil; Diana Wong, Marquette U.

Sunday 3:30 pm

40. Meeting: Academy of Management Journal Incoming Board
   - 3:30-5:00 Hyatt East: Columbus A
Presiding: Gregory B. Northcraft, U. of Illinois, Urbana-Champaign

41. Meeting: Management Science Board Meeting
   - 3:30-5:00 Hyatt East: Columbus H
Presiding: Linda Argote, Carnegie Mellon U.

42. Meeting: Journal of Management
   - 3:30-5:00 Hyatt West: Burnham
Presiding: Robert P. Vecchio, U. of Notre Dame

43. Meeting: Journal of Management Education Reception
   - 3:30-5:00 Hyatt West: Dusable
Conference Activities and Meetings

Sunday 7:00 pm

48. **All-Academy Reception**
- 7:00-9:00 Hyatt East: Grand Ballroom
  - Courtesy of Indiana U., Kelley School of Business. EVERYONE IS WELCOME!!! Hosted by Members of Chicago Conference Committee.

**Hosts:** Gove N. Allen, U. of Minnesota; Jean M. Bartunek, Boston College; Tom Brown, Management General; Janet M. Dukerich, U. of Texas, Austin; Alan B. Eisner, Pace U.; Geralyn M. Franklin, U. of Texas, San Antonio; Stephen J. Havlovic, Simon Fraser U.; Kelley D. Hinze, U. of Minnesota; Terese Loncar, Academy of Management; Raúl Necochea, Boston College; Peter Smith Ring, Loyola Marymount U.; William B. Snively, Miami U., Oxford; Timothy M. Stearns, California State U., Fresno; Philip B. Stone, GT Enterprises; Kenneth R. Thompson, DePaul U.; Nancy Urbanowicz, Academy of Management; Andrew H. Van de Ven, U. of Minnesota; David Whetten, Brigham Young U.

Sunday 9:00 pm

49. **Barnard Society**
- 9:00-11:00 Hyatt East: Columbus G
  - **Ambassador:** Paul C. Godfrey, Brigham Young U.

50. **All-Academy Dance**
- 9:00-12:00 Hyatt East: Grand Ballroom
  - Sponsored by the IberoAmerican Academy of Management
  - **Coordinator:** Luis R. Gomez-Mejia, Arizona State U., Main

Monday 9:00 am

51. **Membership**
- 9:00-5:00 Hyatt East: GndBall Reg Area
  - *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, CARWIL Management Consulting

52. **Exhibits**
- 9:00-5:00 Hyatt East: Wacker East
  - **Director of Exhibits:** Philip B. Stone, GT Enterprises

Monday 10:00 am

53. **Registration**
- 9:00-5:00 Hyatt East: GndBall Reg Area
  - **Executive Director:** Nancy Urbanowicz, Academy of Management

54. **Placement**
- 9:00-5:00 Hyatt East: Wacker East
  - **Director of Placement:** Geralyn M. Franklin, U. of Texas, San Antonio

55. **International Programs Committee Information Booth**
- 10:00-4:00 Hyatt East: Wacker East
  - Drop by the booth to share your knowledge about international activities and find out what’s happening around the global academic world. The IPC Booth is this year dedicated to the memory of Dr. Carolyn R. Dexter, one of the founders of the IPC.
  - **Coordinators:** Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Betty Jane Punnett, U. of the West Indies / U. of Windsor

Monday 12:00 pm

56. **Global Networking Hospitality Suite: Connecting across borders**
- 10:00-4:00 Hyatt East: Skyway 272
  - Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology.
  - **Hosts:** Betty Jane Punnett, U. of the West Indies / U. of Windsor; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Neusa Santos, Universidade Pontificia Catolica, Brazil; Diana Wong, Marquette U.

Monday 12:10 pm

57. **The Editorial Board of the Journal of Organizational Behavior**
- 12:10-2:10 Hyatt West: Wright
  - **Presiding:** Denise M. Rousseau, Carnegie Mellon U.

Monday 3:30 pm

58. **Meeting: Executive Committees of the Divisions and Interest Groups**
- 3:30-5:00 Hyatt East: Skyway 280
  - **Business Policy & Strategy**
    - Hyatt East Skyway 272
  - **Careers**
    - Hyatt East Skyway 279
  - **Conflict Management**
    - Hyatt East Skyway 280
  - **Entrepreneurship**
    - Hyatt East Skyway 281
  - **Gender Diversity in Organizations**
    - Hyatt West Stetson D
  - **Health Care Management**
    - Hyatt East Skyway 282
  - **Human Resource**
    - Hyatt West Stetson E
  - **International Management**
    - Hyatt West Burnham
  - **Management Education & Development**
    - Hyatt West Stetson G
  - **Management History**
    - Hyatt East Skyway 264
  - **Managerial & Organizational Cognition**
    - Hyatt East Skyway 273
  - **Managerial Consultation**
    - Hyatt East Skyway 269
Conference Activities and Meetings

Operations Management
Organizational Development & Change
Organization & Management Theory
Organizational Behavior
Organizational Communication & Information Systems
Organizations & the Natural Environment
Public Non-Profit Sector
Research Methods
Social Issues in Management
Technology & Innovation Management

Monday 5:00 pm

60. Meeting: Toronto 2000 Organizing Committee Meeting  
• 5:00-6:00 Hyatt West: Burnham  
Chair: Jean M. Bartunek, Boston College  
Coordinator: Raul Necochea, Boston College

Monday 8:00 pm

61. Monday Evening Reception Welcoming New Members and Non-U.S. Members  
• 8:00-10:00 Hyatt East: GndBall F  
Sponsored By Cranfield University. Everyone is invited to attend this reception welcoming new and non-U.S. members of the Academy of Management.  
Hosts: Anne S. Huff, U. of Colorado / Cranfield School of Management

Tuesday 9:00 am

62. Membership  
• 9:00-5:00 Hyatt East: GndBall Reg Area  
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, CARWIL Management Consulting

63. Exhibits  
• 9:00-5:00 Hyatt East: Wacker East  
Director of Publisher Relations and Exhibits Coordinator: Philip B. Stone, GT Enterprises  
Tuesday Afternoon Ice Cream Social Sponsored by The Free Press

64. Registration  
• 9:00-5:00 Hyatt East: GndBall Reg Area  
Executive Director: Nancy Urbanowicz, Academy of Management

65. Placement  
• 9:00-5:00 Hyatt East: Wacker East  
Director of Placement: Geralyn M. Franklin, U. of Texas, San Antonio

66. International Programs Committee Information Booth  
• 10:00-12:00 and 2:00-4:00 Hyatt East: Wacker East  
Drop by the booth to share your knowledge about international activities and find out what's happening around the global academic world. The IPC Booth is this year dedicated to the memory of Dr. Carolyn R. Dexter, one of the founders of the IPC.  
Chair: Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research  
Organizers: Ann Gregory, Memorial U. of Newfoundland; Betty Jane Punnett, U. of the West Indies / U. of Windsor

Tuesday 10:00 am

67. Global Networking Hospitality Suite: Connecting across borders  
• 10:00-12:00 and 2:00 to 4:00 Hyatt East: Skyway 272  
Drop by for refreshments, discuss international teaching, research, funding, and other issues of interest in the international arena. Also meet board members, and IPC members. Courtesy of Queensland U. of Technology.  
Hosts: Betty Jane Punnett, U. of the West Indies / U. of Windsor; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Morten Huse, Scandinavian Institute for Research in Entrepreneurship / Centre for Church Research; Neusa Santos, Universidad Pontifica Catholica, Brazil; Diana Wong, Marquette U.

Tuesday 12:00 pm

68. Presidential Luncheon  
• 12:00-2:00 Hyatt East: Grand Ballroom  
President Anne Huff will give an address at this all-conference session. Winners of the Distinguished Service, Scholar and Educator Awards, the TerryBook Award and the various best paper awards will be announced by President-Elect David Whetten.  
Presiding: Anne S. Huff, U. of Colorado / Cranfield School of Management  
Speaker: David Whetten, Brigham Young U.

Tuesday 6:00 pm

69. Academy Fellows Reception and Dinner  
• 6:00-10:00 Off Site: See Contact  
By invitation only.  
Presiding: Arthur G. Bedeian, Louisiana State U.

Tuesday 6:30 pm

70. Human Relations Reviewers Reception  
• 6:30-8:30 Hyatt East: GndBall D(N)  
Coordinator: Tamar Jeffers, Tavistock Institute

Wednesday 9:00 am

71. Membership  
• 9:00-12:00 Hyatt East: GndBall Reg Area  
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, CARWIL Management Consulting

72. Exhibits  
• 9:00-12:00 Hyatt East: Wacker East  
Director of Publisher Relations and Exhibits Coordinator: Philip B. Stone, GT Enterprises

73. Registration  
• 9:00-12:00 Hyatt East: GndBall Reg Area  
Executive Director: Nancy Urbanowicz, Academy of Management

74. Placement  
• 9:00-12:00 Hyatt East: Wacker East  
Actor: Geralyn M. Franklin, U. of Texas, San Antonio
# Shared Professional Development Workshops

**Program Chair:** Jean M. Bartunek, Boston College  
**Program Coordinator:** Raul Necochea, Boston College  

<table>
<thead>
<tr>
<th>Start</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>11:15 am</td>
<td>Tour to McDonald’s University • OS: McDonald’s U.</td>
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</tbody>
</table>
| 1:00 pm | ENT, MED & MOC Workshop on Creative Classroom Action • HW: Ogden  
11 ODC, SIM, ONE: Business and Su • HW: Soldier Field  
12 International Research Collobo • HW: Goldcoast  
13 Practitioner Series: Introduction to the Inquiry Process and Research Projects • S. Hall 3 |
| 5:00 pm | BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research • HW: Homer  
31 Critical Mgmt. Doctoral Workshop • HW: Durable  
32 ODC & BPS: Org. Learning as Developmental Journey • HW: Wrigley  
33 TIM/OCIS Doctoral Consortium • HW: Stetson F |
| 6:00 pm | OB/OMT Junior Faculty Consorti • HW: Water Tower  
45 Reception for the New Doctoral • S. Hall I |
| 7:30 am | Critical Management Studies: B • HW: Comiskey |
| 8:00 am | ENT & ODC Workshop on Entrepreneurship Portfolios • HE: GndBall D(N)  
89 Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D  
90 Three Conversations to Build T • HW: Homer  
91 Critical Management Studies: P • HW: Columbian  
92 Critical Management Studies: • HW: Buckingham  
93 Critical Management Studies: P • HW: Comiskey  
94 TIM/OCIS Junior Faculty Consortium • HW: Stetson E  
95 New Doctoral Student Consorti • S. Hall I  
96 RM & IM Intro. to Network Analysis • HE: Skyway 261  
97 GDO/ODC/OCIS/CAR: Career Identities in Academia • HE: Skyway 269 |
| 9:00 am | OB/ODC/OMT Doctoral Consortium • HE: Columbus C/E/P  
100 International Research Collobo • HE: GndBall E  
104 Organizational Learning as a D • HW: Wrigley  
105 Teaching International Managemen • HW: Goldcoast  
106 OB/OMT Junior Faculty Consorti • HW: Water Tower |
| 10:00 am | Complexity & Management, Panels 1-2 • HE: Columbus A  
109 OD/IM/MED/GDO/CAR: Time Management • HE: Skyway 269 |
| 10:30 am | SMC Development Programs in Ec • HW: McCormick  
110 IAM: Competing in Latin America • S. Alpine II  
12:30 pm | Organizational Collaboration • OS: See Contact |
| 1:00 pm | BPS & MC A Case Critique Collo • HW: Field  
115 IFC: SME Development Programs • HW: McCormick  
116 ODC & ONE: Educating Leaders for Environmental Change • HW: Stetson C  
118 MED/ODC/GDO: Spirituality at Work • HE: Skyway 269 |
| 1:30 pm | Resources and the Growth of En • HE: GndBall C(N)  
119 IM & BPS: European and North A • HW: Goldcoast  
120 IAM: Challenges & Approaches to Quality • S. Alpine II  |
| 2:00 pm | MOC/OMT: Legitimacy & Identity • HE: GndBall A  
121 CAR/CM/ONE/HCM/PNS Small Division Images and Member Identities • HW: Acapulco  
122 OCIS & OMT: Working Collaboratively Across Intranets and Internet • OS: See Contact |
| 2:30 pm | Complexity & Management, Panels 3-4 • HE: Columbus A |
| 3:00 pm | Management of the Tenure Proce • S. Alpine II  
123 MED/ODC/GDO: The Power of Music • HE: Skyway 269 |
| 4:00 pm | Critical Management Studies: P • HW: Comiskey  |
| 6:00 pm | OB/OMT/BPS Junior Faculty Consorti • HW: Water Tower  
127 IAM: Business Meeting & Dinner • S. Alpine II |
| 6:30 pm | Reception for Practitioner Ser • HE: Columbus C/D |
| 7:00 pm | ONE, SIM Greening the U. • HW: Wright |
| 7:30 am | Critical Management Studies: B • HW: Comiskey |
| 8:00 am | Launching an Academic-Practiti • HE: Columbus C/D  
131 BPS & OMT: The Craft of Review • HW: Toronto  
132 MED/OCIS: Mastering the Case Method of Teaching • HW: Regency Ball D(N) |
| 8:30 am | MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations • S. Engleberg |
| | Management Research & Particip • S. Neuchatel |
### Friday 11:15 am

**75.** (CAR, HR, MC, MED, ODC) Tour to McDonald's University  
- **11:15-4:00 Off Site: McDonald's U.**  
  For reservations, call Liz Hill 630-829-6208; $5.00 bus fee. Tour  
  Arranged by the Local Arrangements Committee.  
**Coordinators:** Judi Strauss, Benedictine U.; Sally Benson,  
  Benedictine U.; Kathyn Farley-Agee, Benedictine U.;  
  Therese Yaeger, Benedictine U.  
**Presenter:** Rafik Mankarious, McDonald's Corporation

### Friday 1:00 pm

**76.** (ENT, MED, MOC) Creative Action in the Classroom:  
Discovery and Application of Business Opportunities  
- **1:00-3:00 Hyatt West: Ogden**  
**Organizer:** Lisa K. Gundry, DePaul U.  
**Presenters:** William P. Ferris, Western New England  
  College; Jill R. Kickul, Northern Illinois U.; Norris F.  
  Krueger, Entrepreneurial Strategies; Lisa K. Gundry,  
  DePaul U.

**77.** (ONE, SIM, ODC) ODC, SIM, ONE: Business and  
Sustainable Development to Environmental Executives  
from McDonalds, Monsanto, BP-Amoco, Deere, and IGA  
- **1:00-9:00 Hyatt West: Soldier Field**  
To pre-register, contact Jim Ludema at jludema@ben.edu or at 630-  
829-6229  
**Co-Chairs:** James D. Ludema, Benedictine U.; Mark Starik,  
  George Washington U.  
**Panel:** Robert B. Horsch, Monsanto; Robert Langert,  
  McDonald's Corporation; Walter R. Quanstrom, AMOCO;  
  Ralph Groteluschen, Deere & Company; Paolo Goelzer,  
  IGA  
**Facilitators:** Cheryl Richardson, McDonald's Corporation;  
  Gina Hinrichs, Deere & Company; Mike Mantel, World  
  Vision; Marilyn J. Carter, AMOCO

**78.** (IM, RM) International Research Collaborations  
- **1:00-7:30 Hyatt West: Goldcoast**  
**Organizers:** Arie Y. Lewin, Duke U.; Andrew Pettigrew, U.  
  of Warwick

**79.** (BPS, CAR, HR, MC, MED, MH, MOC, OB, ODC, TIM)  
Introduction to the Inquiry Process and Research Projects  
- **1:00-5:00 Swiss: Gball 3**  
There is a $50.00 refreshment fee for the two-day program. To  
preegister for the Practitioner Series, contact Dan Twomey at  
dtwomey@mailbox.fdu.edu  
**Chair:** Peter Roche, London Perret Roche Group  
**Leaders:** Jean Wirtemberg, PSE&G; Monica McGrath, U. of  
  Pennsylvania; Gwen Jones, Fairleigh Dickinson U.; Daniel  
  R. Kowalski, U.S. Department of Veteran's Affairs; Max  
  Elden, U. of Houston, Clear Lake; Rupert F. Chisholm,  
  Pennsylvania State U., Harrisburg; Thoralf Ovale, Work  
  Research Institute, Oslo, Norway

### Friday 5:00 pm

**80.** (MOC, BPS, OMT, RM) Three Conversations to Build  
Theory in Trans-disciplinary Research  
- **5:00-9:00 Hyatt West: Horner**  
**Organizers:** Yolanda A. Sarason, U. of New Mexico; Rhonda  
  K. Reger, U. of Maryland; Mark P. Meckler, Florida  
  Atlantic U.  
**Facilitators:** Samuel M. DeMarie, U. of Nevada, Las Vegas;  
  Irene Duhaime, U. of Memphis; Marlene C. Fiol, U. of  
  Colorado, Denver; J. L. Stimpert, Colorado College;  
  Raymond Zammuto, U. of Colorado, Denver

**81.** (BPS, CAR, GDO, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, ONE, PNS,  
RM, SIM, TIM) Critical Management Studies: Doctoral  
Workshop  
- **5:00-10:30 Hyatt West: Dusable**  
Information on CMS and a detailed program at  
http://aom.pace.edu/cms/  
**Coordinator:** Paul S. Adler, U. of Southern California

**82.** (ODC, BPS) Organizational Learning as a  
Developmental Journey  
- **5:00-8:30 Hyatt West: Wrigley**  
Pre-registration required, $50.00 fee; please call or e-mail Angela  
  Lipinsky, 617-491-0262, alipinsk@sol-ne.org  
**Organizers:** Peter M. Senge, MIT/Society for Organizational  
  Learning; Richard Karash, Karash Associates; Karen Ayas,  
  Erasmus U., Rotterdam  
**Presenters:** Victor Leo, Ford Automotive Operations; Lynn  
  Elsenhans, Shell Chemicals  
**Discussants:** George L. Roth, Massachusetts Institute of  
  Technology; John S. Carroll, MIT Sloan School/Harvard  
  Business School

**83.** (TIM, OCIS) TIM/OCIS Doctoral Consortium  
- **5:00-7:30 Hyatt West: Stetson F**  
**Organizers:** Philip Anderson, Dartmouth College; Mark Keil,  
  Georgia State U.

### Friday 6:00 pm

**84.** (OB, OMT) OB/OMT Junior Faculty Consortium  
- **6:00-9:00 Hyatt West: Water Tower**  
Pre-registration required  
**Organizers:** M. Tina Dacin, Texas A&M U.; Steven J.  
  Mezias, New York U.; Anne M. O'Leary-Kelly, U. of  
  Arkansas, Fayetteville; Sandra L. Robinson, U. of British  
  Columbia  
**Panel:** Jennifer M. George, Texas A&M U., College Station;  
  Mary Ann Glynn, Emory U.; Ranjay Gulati, Northwestern
85. (CAR, CM, ENT, GDO, HR, IM, OB, OCIS, ODC, OMT, ONE, PNS, SIM, TIM) Reception for the New Doctoral Student Consortium
- 8:30-9:00 Swiss: Gball I
Co-organized by the 1999 NDSC Organizing Committee.
Preregistration required.
Organizers: Pamela E. Carter, Florida State U.; Glen E. Kreiner, Arizona State U., Main

86. (OB, ODC, OMT) OB/ODC/OMT Doctoral Consortium
- 6:00-9:00 Off Site: Loyola U.
Organizers: Pamela Haunschild, Stanford U.; Carrie R. Leana, U. of Pittsburgh; Caren Sieh, Thunderbird
Panel: Stephen R. Barley, Stanford U.; Bill Barnett, Stanford U.; Jerry Davis, U. of Michigan; Kimberly D. Elsbach, U. of California, Davis; Daniel C. Feldman, U. of South Carolina; Rob Folger, Tulane U.; David Krackhardt, Carnegie Mellon U.; Anne Miner, U. of Wisconsin, Madison; Kurt Motamedi, Pepperdine U.; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.; Bill Torbert, Boston College; Anne S. Tsui, Hong Kong U. of Science and Technology

Saturday 7:30 am
- 7:30-8:00 Hyatt West: Comiskey
Information on CMS and a detailed program at http://aom.pace.edu/cms/
Coordinator: Paul S. Adler, U. of Southern California

Saturday 8:00 am
88. (ENT, ODC) Workshop on Developing Entrepreneurship Portfolios
- 8:00-10:00 Hyatt East: GndBall D(N)
Organizers: Connie Marie Gaglio, San Francisco State U.; Ronald K. Mitchell, U. of Victoria
Presenters: Connie Marie Gaglio, San Francisco State U.; Ronald K. Mitchell, U. of Victoria

89. (BPS, CAR, HR, MC, MED, MH, ODC, OB, ODC, TIM) Developing and Critiquing Action Research Projects
- 8:00-5:00 Hyatt East: Columbus C/D
Chairs: Jeana Wirtenberg, PSE&G; Daniel F. Twomey, Fairleigh Dickinson U., Madison
Keynote Speaker: Michael Beer, Harvard U.
Leaders: Max Elden, U. of Houston, Clear Lake; Rupert F. Chisholm, Pennsylvania State U., Harrisburg; Thoralf Ovare, Work Research Institute, Oslo, Norway; Susan Case, Case Western Reserve U.; Joel I. Harmon, Fairleigh Dickinson U., Madison; Gwen Jones, Fairleigh Dickinson U.; Andrew Simon, Rutgers U.; Marlow Christiansen, Fairleigh Dickinson U.; Monica McGrath, U. of Pennsylvania; Victoria Marsick, Columbia U.; Judy O’Neil; David Coghlan, Trinity U.

90. (MOC, BPS, OMT, RM) Three Conversations to Build Theory in Trans-disciplinary Research
- 8:30-5:00 Hyatt West: Horner
Organizers: Yolanda A. Sarason, U. of New Mexico; Rhonda K. Reger, U. of Maryland; Mark P. Meckler, Florida Atlantic U.
Facilitators: Samuel M. DeMarie, U. of Nevada, Las Vegas; Irene Duhaime, U. of Memphis; Marlene C. Fiol, U. of Colorado, Denver; J. L. Stimpert, Colorado College; Raymond Zammuto, U. of Colorado, Denver

Saturday 8:30 am
- 8:00-4:00 Hyatt West: Columbia

- 8:00-4:00 Hyatt West: Buckingham

93. (CAR, CM, ENT, GDO, HR, IM, OB, OCIS, ODC, OMT, ONE, PNS, SIM, TIM) New Doctoral Student Consortium: Managing Your Development Journey
- 8:00-6:00 Swiss: Gball I
Co-organized by the 1999 NDSC Organizing Committee.
Preregistration required.
Organizers: Pamela E. Carter, Florida State U.; Glen E. Kreiner, Arizona State U., Main
Speakers: Pamela L. Perewe, Florida State U.; Peter J. Lane, Arizona State U.; Jean M. Bartunek, Boston College; Jerome A. Katz, St. Louis U.; Allen Bluedorn, U. of Missouri, Columbia; Diana Billimoria, Case Western Reserve U.; Martha L. Maznevski, U. of Virginia; John R. Hollenbeck, Michigan State U.; Darla J. Domke-Damonte, Coastal Carolina U.; Thomas W. Lee, U. of Washington

94. (TIM, OCIS) TIM/OCIS Junior Faculty Consortium
- 8:00-5:00 Hyatt West: Stetson E
Organizer: Joe Walther, Rensselaer Polytechnic Institute

95. (CAR, CM, ENT, GDO, HR, IM, OB, OCIS, ODC, OMT, ONE, PNS, SIM, TIM) New Doctoral Student Consortium: Managing Your Development Journey
- 8:00-6:00 Swiss: Gball I
Co-organized by the 1999 NDSC Organizing Committee.
Preregistration required.
Organizers: Pamela E. Carter, Florida State U.; Glen E. Kreiner, Arizona State U., Main
Speakers: Pamela L. Perewe, Florida State U.; Peter J. Lane, Arizona State U.; Jean M. Bartunek, Boston College; Jerome A. Katz, St. Louis U.; Allen Bluedorn, U. of Missouri, Columbia; Diana Billimoria, Case Western Reserve U.; Martha L. Maznevski, U. of Virginia; John R. Hollenbeck, Michigan State U.; Darla J. Domke-Damonte, Coastal Carolina U.; Thomas W. Lee, U. of Washington

96. (RM, IM) Introduction to Network Analysis
- 8:00-5:00 Hyatt East: Skyway 261

97. (CAR, GDO, MED, ODC) Career Identities in Academia
- 8:00-10:00 Hyatt East: Skyway 269
Panel: Ronald J. Burke, York U.; Martin M. Greller, U. of Wyoming; Douglas T. Hall, Boston U.; Barbara A. Ribbens, U. of Evansville; Monica Forret, Saint Ambrose U.; Priscilla Glidden, Abt Associates
Facilitator: Susan M. Adams, Bentley College

Saturday 8:30 am
98. (RM, IM) IM & RM: Workshop on Hierarchical Linear Modeling
- 8:30-5:30 Hyatt West: Regency Ball A(S)
Pre-registration required
Organizer: Tatiana Kostova, U. of South Carolina
Presenters: Katherine J. Klein, U. of Maryland; Mathilda DuToit, Scientific Software International
Shared Professional Development Workshops

99. **TIM/OCIS** TIM/OCIS Doctoral Consortium
   - 8:30-5:00 Hyatt West: Stetson F
Organizers: Philip Anderson, Dartmouth College; Mark Keil, Georgia State U.

100. **BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOC, OB, OCIS, ODC, OM, OMT, ONE, PNS, RM, SIM, T** IAOM: Situational and Cultural Factors Affecting Managerial Effectiveness in Latin America
   - 8:30-10:30 Swiss: Alpine II
   - Pre-registration required
Organizer: Carlos Alcerreca, ITAM, Mexico
Presenters: Carlos Alcerreca, ITAM, Mexico; Tarun Khanna, Harvard U.; Krishna G. Palepu, Harvard U.; Steve Werner, U. of Houston; Carolina Gomez, U. of Houston; Robert Kennedy, Harvard U.; Abraham Nosnik, Universidad Iberoamericana, Mexico; Marta B. Calas, U. of Massachusetts, Amherst

101. **ONE, PNS, SIM, MED, OB** Restoring the Chicago Wilderness: A Service-Learning Activity
   - 8:30-12:30 Off Site: See Contact
Organizer: Gordon P. Rands, Western Illinois U.
Facilitator: Laurie N. DiPadova, U. of Utah

### Saturday 9:00 am

102. **OB, ODC, OMT** OB/ODC/OMT Doctoral Consortium
   - 9:00-5:00 Hyatt East: Columbus E/F
Organizers: Pamela Haunschild, Stanford U.; Carrie R. Leana, U. of Pittsburgh; Caren Siehl, Thunderbird
Panel: Stephen R. Barley, Stanford U.; Bill Barnett, Stanford U.; Jerry Davis, U. of Michigan; Kimberly D. Elsbach, U. of California, Davis; Daniel C. Feldman, U. of South Carolina; Rob Folger, Tulane U.; David Krackhardt, Carnegie Mellon U.; Anne Miner, U. of Wisconsin, Madison; Kurt Motamedi, Pepperdine U.; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.; Bill Torbert, Boston College; Anne S. Tsui, Hong Kong U. of Science and Technology

103. **IM, RM** International Research Collaborations
   - 9:00-9:00 Hyatt East: GndBall E
Organizers: Arie Y. Lewin, Duke U.; Andrew Pettigrew, U. of Warwick

104. **ODC, BPS** Organizational Learning as a Developmental Journey
   - 9:00-5:00 Hyatt West: Wrigley
   - Pre-registration required, $50.00 fee; please call or e-mail Angela Lipinsky, 617-491-0262, alipinsk@sol-ne.org
Organizers: Peter M. Senge, MIT/Society for Organizational Learning; Richard Karash, Karash Associates; Karen Ayas, Erasmus U., Rotterdam
Presenters: Victor Leo, Ford Automotive Operations; Lynn Elenhans, Shell Chemicals
Discussants: George L. Roth, Massachusetts Institute of Technology; John S. Carroll, MIT Sloan School/Harvard Business School

105. **IM, MED** Teaching International Management: Change and Development
   - 9:00-12:00 Hyatt West: Goldcoast
   - Pre-registration required
Organizer: Jeanne McNett, Assumption College

Facilitators: Refik Culpan, Pennsylvania State U., Harrisburg; Colette Freyne, California State Polytechnic U., San Luis Obispo; John Michael Geringer, California Polytechnic U.; Carol Harvey, Assumption College; Henry Lane, U. of Western Ontario; Martha L. Maznevski, U. of Virginia; Mary Teagarden, Thunderbird; Lena Zander, Institute of International Business / Stockholm School of Business

106. **OB, OMT** OB/OMT Junior Faculty Consortium
   - 9:00-5:00 Hyatt West: Water Tower
   - Pre-registration required
Organizers: M. Tina Dacin, Texas A&M U.; Steven J. Mezias, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Sandra L. Robinson, U. of British Columbia
Panel: Jennifer M. George, Texas A&M U., College Station; Mary Ann Glynn, Emory U.; Ranjay Gulati, Northwestern U.; Paul Ingram, Columbia U.; Roderick M. Kramer, Stanford U.; Frances J. Milliken, New York U.; Susan Taylor, U. of Maryland; James P. Walsh, U. of Michigan; Batia M. Wiesendfeld, New York U.; Edward J. Zajac, Northwestern U.

### Saturday 10:00 am

107. **MOC, BPS, MC, SIM, TIM** Complexity and Management - Two Interacting Sciences, Panels 1-2
   - 10:00-1:30 Hyatt East: Columbus A
Discussant: Irene Sanders, U. of Colorado

108. **CAR, GDO, IM, MED, ODC** How to Win Admiration and Lose Friends: The Art of Time Management
   - 10:00-12:00 Hyatt East: Skyway 269
Chair: Hemant Merchant, Simon Fraser U.
Facilitators: Ann Frost, U. of Western Ontario; David Shaw, U. of Macau

### Saturday 10:30 am

109. **ENT, IM, ODC IPC** SME Development Programs in Economically Depressed Regions: A Discussion of Goals and Outcomes
   - 10:30-12:00 Hyatt West: McCormick
   - Co-sponsored by the International Programs Committee
Organizers: Benson L. Honig, Haifa University; Norris F. Krueger, Entrepreneurial Strategies
Presenters: Benson L. Honig, Haifa University; Raymond Saner, Center for Socio-Economic Development; Thomas A. Bryant, Rutgers U.; Mark Lee, Briercrest Graduate School

110. **BPS, CAR, CM, ENT, GDO, HCM, HR, IM, MC, MED, MH, MOC, OB, OCIS, ODC, OM, OMT, ONE, PNS, RM, SIM, T** IAOM: Learning to Compete in Latin American Countries
Shared Professional Development Workshops

Saturday 12:30 pm

111. (ONE, PNS, SIM) Organizational Collaboration for Chicago Wilderness: A Site Visit and Panel Discussion
- 12:30-5:00 Off Site: See Contact
Co-Chairs: Gordon P. Rands, Western Illinois U.; Woods Bowman, DePaul U.

Saturday 1:00 pm

112. (BPS, MC) BPS & MC A Case Critique Colloquium
- 1:00-5:00 Hyatt West: Field
Organizers: Timothy W. Edlund, Morgan State U.; Anne T. Lawrence, San Jose State U.
Panel: Margaret J. Naumes, U. of New Hampshire; John A. Seeger, Bentley College; Timothy M. Singleton, Georgia College and State U.; Linda E. Swayne, U. of North Carolina, Charlotte; Joan Winn, U. of Denver

113. (ENT, IM, ODC) SME Development Programs in Economically Depressed Regions: A Discussion of Goals and Outcomes
- 1:00-3:00 Hyatt West: McCormick
Co-sponsored by the International Programs Committee
Organizers: Benson L. Honig, Haifa University; Norris F. Krueger, Entrepreneurial Strategies
Presenters: Norris F. Krueger, Entrepreneurial Strategies; Benson L. Honig, Haifa University; Raymond Saner, Center for Socio-Economic Development; Thomas A. Bryan, Rutgers U.; Mark Lee, Briercrest Graduate School

114. (ODC, ONE) Educating & Developing Leaders for Environmental Change and Transformation: The Role of Business School Programs
- 1:00-4:30 Hyatt West: Stetson C
Chair: Thomas N. Gladwin, U. of Michigan
Panel: Raymond Benton, Jr., Loyola U., Chicago; Verie Sandborg, Baxter International; George Nassos, Illinois Institute of Technology; Ellen Jurczak, Amtrak Intercity

115. (CAR, GDO, MED, ODC) Spirituality at Work
- 1:00-3:00 Hyatt East: Skyway 269

Saturday 1:30 pm

116. (ENT, BPS) Resources and the Growth of Entrepreneurial Firms
- 1:30-3:00 Hyatt East: GndBall C(N)
Organizer: Shaker A. Zahra, Georgia State U.
Presenters: Candida G. Brush, Boston U.; Per Davidsson, Jonkoping International Business School; Rita Gunther McGrath, Columbia U.; Johan Wiklund, Jonkoping International Business School; Shaker A. Zahra, Georgia State U.

117. (IM, BPS) IM & BPS: European and North American Research Diversity?
- 1:30-3:30 Hyatt West: Goldcoast
Organizer: Jane E. Salk, ESSEC
Panel: Carlos Garcia-Pont, IESE; Alfred Kieser, U. of Mannheim; Majken Schultz, Copenhagen Business School; Raymond-Alain Thietart, U. of Paris, Dauphine / ESSEC; Richard Whittington, Said Business School, U. of Oxford
Presenters: Gustavo Vargas, Instituto de Empresa; Jaime Reynoso, Instituto Tecnologico y de Estudios Superiores de Monterrey; Angel Martinez, Universidad de Murcia; Merbél González, Universidad de Puerto Rico en Mayagüez; Benito Flores, Texas A&M U.

Saturday 2:00 pm

118. (OMT, MOC) Legitimacy, Reputation, and Identity: Examining A Convergence of Theory and Practice
- 2:00-4:00 Hyatt East: GndBall A
Organizer: Charles J. Fombrun, New York U.
Panel: Majken Schultz, Copenhagen Business School; Mary Jo Hatch, Cranfield U.; Paul Argenti, Dartmouth College; Scott Meyer, Shandwick International

120. (CAR, CM, HCM, ONE, PNS) Small Division Images and Member Identities: A Facilitated Discussion
- 2:00-5:00 Hyatt West: Acapulco
Organizer: Ralph S. Brower, Florida State U.

121. (OCIS, OMT) Working Collaboratively Across Intranets and Internet: Comparing Technologies for Sensemaking and Interpretation of Knowledge
- 2:30-5:00 Off Site: See Contact

Saturday 2:30 pm

122. (MOC, BPS, MC, SIM, TIM) Complexity and Management - Two Interacting Sciences, Panels 3-4
- 2:30-6:00 Hyatt East: Columbus A
Panel: Peter Senge, MIT Sloan; Clive Gane, Management Today; Gerd Gigerenzer, Max Planck Institute for Human Development; John Seelye

Gordon P. Rands, Western Illinois U.; Woods Bowman, DePaul U.
Shared Professional Development Workshops

Saturday 3:00 pm

123. (BPS, CAR, CM, CMG, DDO, HCM, HR, IM, MC, MED, MH, OB, ODC, OM, OMT, T) Management of the Tenure Process for Hispanic Academics
   • 3:00-6:00 Swiss: Alpine II
   Sponsored by the IberoAmerican Academy of Management
   Coordinator: Herman Aguinis, U. of Colorado, Denver
   Presenters: Regina F. Bento, U. of Baltimore; Jose M. Cortina, George Mason U.; Javier Gimeno, Texas A&M U.; Margaret A. Lucero, U. of Wyoming; Miguel A. Quinones, Rice U.

124. (CAR, GDO, MED, ODC) The Power of Music
   • 3:00-5:00 Hyatt East: Skyway 269
   Chair: Alfonso Montuori, California Institute of Integral Studies

Saturday 4:00 pm

   • 4:00-6:30 Hyatt East: Comiskey
   Information on CMS and a detailed program at http://aom.pace.edu/cms/
   Coordinator: Paul S. Adler, U. of Southern California

Saturday 6:00 pm

126. (BPS, OB, OMT) OB/OMT/BPS Junior Faculty Consortium Reception
   • 6:00-7:30 Hyatt West: Water Tower
   By invitation only

127. (BPS, CAR, CM, DDO, HCM, HR, IM, MC, MED, MH, Ob, ODC, OM, OMT, ONE, PNS, SIM, TIM) Business Meeting Followed by Dinner
   • 6:00-8:00 Swiss: Alpine II
   Sponsored by the IberoAmerican Academy of Management
   Organizer: Luis R. Gomez-Mejia, Arizona State U., Main

Saturday 6:30 pm

128. (BPS, CAR, HR, MC, MED, MH, ODC, TIM) Reception for Practitioner Series and Academic-Practitioner Interest Group
   • 6:30-9:00 Hyatt East: Columbus C/D
   Chair: Jeana Wirtenberg, PSE&G

129. (ONE, SIM) Greening the University
   • 6:30-9:30 Hyatt West: Wright
   Chair: Mark Starik, George Washington U.

Sunday 7:30 am

   • 6:30-8:30 Hyatt West: Comiskey
   Information on CMS and a detailed program at http://aom.pace.edu/cms/
   Coordinator: Paul S. Adler, U. of Southern California

Sunday 8:00 am

   • 7:30-9:00 Hyatt West: Comiskey
   Information on CMS and a detailed program at http://aom.pace.edu/cms/
   Coordinator: Paul S. Adler, U. of Southern California

132. (BPS, CAR, DGO, HR, IM, MC, MED, MH, ODC, TIM) Launching an Academic-Practitioner Interest Group
   • 8:00-12:00 Hyatt East: Columbus C/D
   Chair: Daniel F. Twomey, Fairleigh Dickinson U., Madison
   Panel: Jeana Wirtenberg, PSE&G; Peter M. Senge, MIT/Society for Organizational Learning; Sheila Puffer, Editor, Academy of Management Executive; James Frasier, Motorola U.; Michael Beer, Harvard U.
   Facilitators: Monica McGrath, U. of Pennsylvania; Rosemary Feuerbach Twomey, Fairleigh Dickinson U.

133. (BPS, OMT) BPS & OMT: The Craft of Reviewing
   • 8:00-10:00 Hyatt West: Toronto
   Organizers: Peter J. Lane, Arizona State U.; Barbara A. Ribbens, U. of Evansville
   Panel: Charles E. Bamford, Texas Christian U.; Marlene C. Fiol, U. of Colorado, Denver; Sarah Freeman, U. of Wisconsin, Milwaukee; Angelo J. Kinicki, Arizona State U.

134. (OCIS, MEC) Mastering the Case Method of Teaching
   • 8:00-12:00 Hyatt West: Regency Ball D(N)
   Organizer: Mark Keil, Georgia State U.
   Facilitators: Donna B. Stoddard, Babson College; H. Jeff Smith, Wake Forest U.; Robert DeFilippi, Suffolk U.; Ramiro Montealegre, U. of Colorado, Boulder

135. (CAR, GDO, MED, ODC) Business & Volunteering Connections
   • 8:00-10:00 Swiss: WmTell
   Panel: Gregory K. Stephens, Texas Christian U.; Ronald J. Burke, York U.; Alan Hoffman, Bentley College
   Facilitator: Susan M. Adams, Bentley College

136. (MED, ODC) Understanding, Designing and Implementing Spirituality in Management Courses and Practice
   • 8:00-10:00 Swiss: Alpine II
   Organizer: Sandra West King, Frostburg State U.
   Presenters: Michael Whitty, U. of Detroit Mercy; Jerry Biberman, U. of Scranton; Lee Robbins, Golden Gate U.

Sunday 8:30 am

137. (MOC, ODC, OMT) Theories and Research about Concepts of Time in Organizations: Three Conversations
   • 8:30-12:00 Swiss: Engleberg
Organizers: Mark P. Kriger, Norwegian School of Management; Allen Bluedorn, U. of Missouri, Columbia
Facilitators: Deborah Ancona, Massachusetts Institute of Technology; Robert W. Backoff, Ohio State U.; Allen Bluedorn, U. of Missouri, Columbia; Kathleen M. Eisenhardt, Stanford U.; Mark P. Kriger, Norwegian School of Management; Mary J. Waller, U. of Illinois, Urbana-Champaign

138. (IM, RM) Management Research & Participation During Times of Radical Political Change: Participant/Observers Experiences in New or Contested Regimes & Countries
- 8:30-12:00 Swiss: Neuchatel
Co-sponsored by the AOM International Programs Committee and IM Division.
Chair: Ann Gregory, Memorial U. of Newfoundland
Panel: James Manan, Institute for Management Development (Jakarta); Jana Matesova, World Bank; Beth Kuttab, United National Refugee Relief Association; Judith White, California State U., Monterey Bay; Gilles Carbonnier, United Nations Research Institute for Social Development; Karen L. Newman, McDonough School of Business, Georgetown U.; Benson L. Honig, Haifa University

Sunday 9:00 am

139. (OB, HR) OB & HR: Senior Faculty Consortium: The Boundaryless Career
- 9:00-12:00 Hyatt East: Columbus K/L
Coordinator: Ray Aldag, U. of Wisconsin

140. (IM, RM) International Research Collaborations
- 9:00-12:00 Hyatt East: GndBall E
Organizers: Arie Y. Lewin, Duke U.; Andrew Pettigrew, U. of Warwick

141. (ONE, SIM) Critical Issues for Teaching Environmental Management: An Analysis of Four Years of Experience
- 9:00-12:00 Hyatt West: Wright
Coordinator: Mark Cordano, Wright State U.
Panel: Andrew Hoffman, Boston U.; Andrew King, New York U.; Anne T. Lawrence, San Jose State U.; Michael V. Russo, U. of Oregon

Sunday 10:00 am

- 9:00-12:00 Hyatt West: Comiskey
Information on CMS and a detailed program at http://aom.pace.edu/cms/
Coordinator: Paul S. Adler, U. of Southern California

146. (OB, ODC, OMT) OB/ODC/OMT Doctoral Consortium
- 9:00-12:00 Hyatt West: Regency Ball A(S)
Organizers: Pamela Haunschild, Stanford U.; Carrie R. Leana, U. of Pittsburgh; Caren Siehl, Thunderbird
Panel: Stephen R. Barley, Stanford U.; Bill Barnett, Stanford U.; Jerry Davis, U. of Michigan; Kimberly D. Elsbach, U. of California, Davis; Daniel C. Feldman, U. of South Carolina; Rob Folger, Tulane U.; David Krackhardt, Carnegie Mellon U.; Anne Minner, U. of Wisconsin, Madison; Kurt Motamede, Pepperdine U.; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.; Bill Torbert, Boston College; Anne S. Tsui, Hong Kong U. of Science and Technology

147. (BPS, OB) How To Make Academy of Management Sessions Exciting!
- 10:00-12:00 Hyatt West: Toronto
Organizers: Russell W. Coff, Washington U.; Jing Zhou, Texas A&M U., College Station

148. (CAR, GDO, HCM, MED, ODC) Critical Management Studies: Parallel Tracks
- 9:30-12:00 Hyatt West: Columbusian

149. (PNS, ONE, SIM, MED) Reflection: The Critical Link Between Service and Learning: Issues, Methods, and Pedagogy
- 10:00-12:00 Hyatt East: Skyway 268
Organizer: Kerr Inkson, U. of Auckland
Actors: Michael B. Arthur, Suffolk U.; Gayle Baugh, U. of West Florida; Allan Bird, California Polytechnic U.; Shawn M. Carraher, Indiana State U.; Jay Mahoney, Montclair State U.; Mary Mallon, U. of Otago; Joy Schneer, Rider U.

Sunday 10:30 am

150. (HR, MED) Mentoring in the New Millenium: Advances in Research and Practice
- 10:30-12:00 Hyatt West: Goldcoast
Sponsored by the Academy of Management Mentoring Committee
Chairs: Stacy Blake-Beard, Harvard U.; Regina M. O’Neill, Suffolk U.
Helping Behaviors: An Integrative Approach to Mentoring and Social Support, Regina M. O’Neill, Suffolk U.

Substitutes for Career-Oriented Mentoring, George F. Dreher, Indiana U., Bloomington


Formal Mentoring Programs as Strategic Initiatives for Change, Stacy Blake-Beard, Harvard U.; Christine Smith, Obik

Discussants: Kathy E. Kram, Boston U.; David A. Thomas, Harvard U.
### All Academy Theme Sessions

**Change and Development Journeys into a Pluralistic World**

**Program Chair:** Peter Smith Ring, Loyola Marymount University

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<tr>
<th>Start</th>
<th>Regular Program</th>
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<tbody>
<tr>
<td>Sun 12:30 pm</td>
<td>151. T: Senge - Distributed Leadership • HW: Regency Ballroom</td>
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<td>2:45 pm T: Executive panel on theme • HW: Regency Ballroom</td>
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<td>5:00 pm All AOM Speakers and Meeting • HW: Regency Ballroom</td>
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<td>Mon 8:30 am</td>
<td>152. T: What is behind door Number 1? • HW: Regency Ball C(N)</td>
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<td>9:00 am T: Intel Case: Strategy Evolution • HE: GndBall A</td>
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<td>10:40 am T: 3M Case: Leading Innovation • HE: GndBall A</td>
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<td>11:00 am T: Macro Takes on Org Change &amp; OD • HW: Regency Ball C(N)</td>
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<td>12:20 pm T: Sick of Change? Not likely!! • S: GndBall I</td>
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<td>Mon 1:00 pm</td>
<td>153. T: Pluralistic publishing norms • S: GndBall I</td>
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<td>12:30 pm T: Motorola Case: Int'l Ethics • HE: GndBall A</td>
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<td>2:30 pm T: SMEs in Depressed Regions • HW: Regency Ball C(N)</td>
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<td>4:10 pm T: John Deere case: Transforming • HE: GndBall A</td>
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<td>5:30 pm T: Flat Panels? Not this one!!! • HW: Regency Ball C(N)</td>
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<td>Tue 8:30 am</td>
<td>154. T: Tuesday's Surprise Wake-up • HE: GndBall A</td>
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<td>9:00 am T: Is Making Change Complex? • S: GndBall I</td>
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<td>10:30 am T: NSF Call for Research on Theme • HW: Regency Ball C(N)</td>
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<td>2:00 pm T: Kanter &amp; Shapiro on Change • HW: Regency Ball C(N)</td>
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<td>4:10 pm T: Tension &amp; Change: What to do? • S: GndBall I</td>
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<td>5:00 pm T: Change Via Piano &amp; Photos • HE: GndBall A</td>
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<td>7:00 pm T: What's behind the Great Wall? • S: GndBall I</td>
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<td>Wed 9:00 am</td>
<td>155. T: Unilever Targets the Bottom • HW: Regency Ball C(N)</td>
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<td>10:40 am T: Radicals in the classroom • HW: Regency Ball C(N)</td>
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<td>9:00 am T: ASQ: What is change about? • HE: GndBall A</td>
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<td>10:40 am T: ASQ: What is change about? • HE: GndBall A</td>
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#### Sunday 12:30 pm

**151. Theme:** Towards an Ecology of Leadership: Developmental Journeys of Three Leaders

A wonderful opportunity to explore leadership with those who walk the talk. Executives of member companies of the Society of Learning will join Peter Senge in discussing distributed leadership roles for directing change in their pluralistic organizations.

**Presenters:** Peter M. Senge, MIT/Society for Organizational Learning

**Executive Leaders:** Designers and Stewards, Not Hero

**Local Line Leaders:** Where Ideas Meet Reality

**Internal Networkers:** The Unrecognized Leaders

#### Sunday 2:45 pm

**152. Theme:** Learning Collaborations: Journeys in Creating Cases Dealing with Organizational Change and Development

In this session executives from 3M, Intel, Motorola & Xerox compare and contrast the management of change, pluralism, and learning. Encores on Monday and Tuesday feature the theme cases on each of these companies.

**Chair:** Peter Smith Ring, Loyola Marymount U.

**Participants:** John Seely Brown, Xerox, Palo Alto Research Center; Pat Canavan, Motorola; Dennis L. Carter, Intel Corporation; William E. Coyne, 3M

**Discussants:** Robert A. Burgelman, Stanford U.; Raghu Garud, New York U.; Kenneth Murrell, U. of West Florida; Sim B. Sitkin, Duke U.

#### Sunday 5:00 pm

**153. Symposium:** All-Academy Speakers and Meeting

Academic research on management and the practice of management are clearly connected, but it is an uneasy linkage. Managers often doubt the relevance or meaningfulness of research on management; and academics often wander too close to managerial consulting.

**Presiding:** Anne S. Huff, U. of Colorado / Cranfield U.

**Distinguished Executive:** John Reed, Citycorp

**Distinguished Scholar:** James G. March, Stanford U.

#### Monday 8:30 am

**154. Theme:** AMJ, AMR & AME Showcase Papers: Change and Developmental Journeys in a Pluralistic World

**Chair & Co-Organizer:** Bruce Burgelman, U. of Pennsylvania

#### Monday 9:00 am

**155. Theme:** Intel Corporation: The Evolution of an Adaptive Organization

**Organizer:** Robert A. Burgelman, Stanford U.

**Presenter:** Dennis L. Carter, Intel Corporation
156. Theme: 3M Innovation: A Process of Mindful Replication
   - 10:40-12:00 Hyatt East: GndBall A
   Another critical link in our efforts to make change and development journeys relevant to our research and our classrooms. On innovation, does 3M need any introduction? This program session deserves a king sized Post-it Note! (Co-sponsored with TIM Divis)
   Organizer: Raghu Garud, New York U.
   Presenter: Several 3M executives, 3M

157. Theme: Macro-Level Perspectives on Organizational Change and Development
   - 10:40-12:00 Hyatt West: Regency Ball C(N)
   This dynamic panel spotlights change and development via a series of lenses representing macro-level approaches in the context of populations, collectives and industries.
   Organizer: Marshall Scott Poole, Texas A&M U., College Station
   Panelists: Joel A. C. Baum, U. of Toronto; Arie Y. Lewin, Duke U.; Peter R. Monge, U. of Southern California

158. Theme: Change and Development in Health Care: A Multi-level, Multi-stakeholder Analysis
   - 10:40-12:00 Swiss: Gball I
   Nowhere is change more dramatic than in health care. An international panel provides new insights into efforts to ward off one of the two great absolutes: and we are not talking about taxes here!!!
   (Co-sponsored with HCM Division)
   Chair: Louise F. Fitzgerald, City U., UK
   Presenters: Ewan Ferlie, Imperial College of Science, Technology and Medicine; Michael Powell, U. of Auckland; Ann Casebeer, U. of Calgary; Stephen M. Shortell, U. of California, Berkeley; Ann Langley, U. of Quebec, Montreal
   Discussants: Pauline Barnett, U. of Otago; Jean-Louis Denis, U. de Montréal; Chris Hawkins, U. of Warwick; Gibbins Roger, U. of Calgary; Carey Hill, Canada West Foundation; Lise Lamothé, L. Laval; Rod Perkins, U. of Auckland; Annick Valette, U. of Grenoble

159. Theme: Pluralistic Norms for Publishing Management Theory and Research: Reconciling North American vs. European Perspectives
   - 12:20-2:10 Swiss: Gball I
   Who among us has not taken part in the debates that flow around the two great absolutes: and we are not talking about taxes here!!!
   (Co-sponsored with HCM Division)
   Introduction: Anne S. Tsui, Hong Kong U. of Science and Technology
   Panelists: Robin Wensley, Warwick Business School, University of Warwick; Harry Barkema, U. of Tilburg; Arndt Sorge, Tilburg U.; Chris Earley, Indiana U.; Ken G. Smith, U. of Maryland
   What is Publishing Where: Yehuda Baruch, U. of East Anglia, UK
   What is Publishing Where: Kyle Lewis, U. of Texas, Austin

160. Theme: Establishing and Maintaining an Ethical Posture in a Global Multi-Cultural Environment: Motorola, A Case Study

Monday 10:40 am

Monday 12:20 pm

Monday 1:00 pm

Monday 2:30 pm

Monday 4:10 pm
The paradoxes that must be addressed by MNCs in the next century are where one should look for new markets. Three fundamental strategies for the Bottom of the Pyramid:

- 8:30-10:10 Hyatt West: Regency Ball C(N)

The story told by this panel runs counter to much of our wisdom about it. But, here is a chance to write it off as a legitimate business expense. Not that it will cost you anything. This is a session not to be missed. Wonderful! But how can I develop long-term relationships to study making change? Learn from those doing it in the cases presented yesterday, and of plans for a Fall NSF research conference. NSF will announce a $2.3 million annual RFP on our theme.

Theme: Change or Else! : How the Change Imperative is Reshaping Business Strategy, Organization Process, Career Opportunities and Life Itself

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

This discussion considers the tensions between research on natural process of change and development and research on planned change and development. The discussion will center on consistencies and clashes between the two.
### Tuesday 3:40 pm

**173. Symposium: Change Journeys Inside and Out:**
**Michael Jones via Piano and Martin Dugard via Photography**
- 3:40-5:30 Hyatt East: GndBall A

We promise you something VERY artistic here. Creative people practice their art forms and inform us about journeys of change and development in pluralistic worlds. There are at least 88 reasons why you should not miss this session.

**Organizer:** Tom Brown, Management General

**Presenters:** Michael Jones; Martin Dugard

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- 3:40-5:30 Hyatt West: Regency Ball C(N)

An outstanding, make that exceptional, panel takes up the challenge of what will make academe relevant to managers. Weick, Mintzberg, Senge... Need we say more.

**Chair:** Sandra Waddock, Boston College

**Organizers:** Allen Bluedorn, U. of Missouri, Columbia; Linda Livingstone, Baylor U.

- *Educating for the Unknowable: The Infamous Real World,* Karl E. Weick, U. of Michigan
- *Developing Managers not MBAs,* Henry Mintzberg, McGill U.
- *From Teaching to Learning: Practice, Practice, Practice,* Peter M. Senge, MIT/Society for Organizational Learning
- *Provocative Comments and Discussion,* J. Wil Foppen, Erasmus U., Rotterdam; James E. Post, Boston U.; Joseph A. Raelin, Boston College; Milton Blood, AACSB

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**175. Theme: Multinational Firms in the People's Republic of China**
- 3:40-5:30 Swiss: Gball I

East meets West..2 Billion Feet..A Race.. What is best? Is a Market this big fairly called emerging? This panel of Sino experts promises to take us into China on anything but a slow boat!

**Chairs:** Ming-Jer Chen, U. of Pennsylvania; Anne S. Tsui, Hong Kong U. of Science and Technology

**Presenters:** Jiatao Li, Hong Kong U. of Science and Technology; Max Boisot, U. of Pennsylvania; Katherine R. Harrigan, Columbia U.

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### Wednesday 10:40 am

**177. Theme: Administrative Science Quarterly Forum on What is Change About? What Drives the Journey**
- 10:40-12:00 Hyatt East: GndBall A

Sneak preview into the ASQ take on change. An international group take on each other & the conference theme. Will sparks fly? No instant reply... it is the baseball season. You need to be there to to see who hits the homers in this one.

**Participants:** Kathleen M. Eisenhardt, Stanford U.; Nitin Nohria, Harvard U.; Donald N. Sull, London Business School

**Discussant:** Connie Gersick, U. of California, Los Angeles

**178. Theme: New Games, New Rules: Marina Whitman on The Changing Role of the American Corporation**
- 10:40-12:00 Hyatt West: Regency Ball C(N)

One of the pathfinders of her gender, Marina Whitman has seen change in the Board Room and in the White House -- from the inside!!! Our University of Michigan colleague shares her views on what is need to keep American corporations viable and vibrant.

**Organizer:** Lee E. Preston, U. of Maryland

**Speaker:** Marina V. N. Whitman, U. of Michigan

**Discussants:** Meinolf Dierkes, Wissenschaftszentrum, Berlin; Lyman W. Porter, U. of California, Irvine

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### Wednesday 9:00 am

**176. Theme: Against the Wind: Radicals, Rebels, and Rogues in the Classroom**
- 9:00-10:20 Hyatt West: Regency Ball C(N)

This is 1999, not 1968. These are not the Chicago Seven. But their message is clear: There is more than one way to teach. Come and find out how.

**Organizer:** Janet Gillespie, Elmhurst College

**Discussants:** Dale Fitzgibbons, Illinois State U.; Judith A. Neal, U. of New Haven; Chris Poulson, U. of Tasmania; David S. Steingard, Maharishi University of Management
## Showcase Symposia

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

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<td><strong>Monday 8:30 am</strong></td>
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| 179. **(MOC, OB, OMT)** From Titles to Tatoos: Physical Identity Markers and Social Identity  
- 8:30-10:20 Hyatt West: Water Tower  
**Co-Chairs:** Kimberly D. Elsbach, U. of California, Davis; Judi McLean-Parks, Washington U.; Melissa C. Thomas-Hunt, Washington U.  
**Presenters:** Michael G. Pratt, U. of Illinois, Urbana-Champaign; Janet M. Dukerich, U. of Texas, Austin; Anat Rafaeli, U. of Haifa; Mary Ann Glynn, Emory U.; Jessica L. Simmons, U. of Texas, Austin; Kevin E. Dickson, U. of Texas, Austin  |
| 180. **(GDO, IM)** Cultural Complexity in the Workplace: Asian and Hispanic Dialogues on the Journey Toward Pluralism  
- 8:30-10:20 Hyatt West: Regency Ball D(N)  
**Organizers:** Ana Maria Reyes, U. of Pennsylvania; Elaine Yakura, Michigan State U.  
**Presenters:** Tojo Joseph Thatchenkery, George Mason U.; Evangelina Holvino, Chaos Management Ltd.; Bernardo M. Ferdman, California School of Professional Psychology; Mary Teagarden, Thunderbird; Mary Yoko Brannen, San Jose State U.; Elena Yang, Independent Consultant/Educator; Katherine R. Xin, U. of Southern California  |
| **Monday 10:40 am** |                                                                                           |
| 181. **(CM, OB, SIM)** From Ardor to Malice: The Role of Affective Processes in Trust and Trust Violations  
- 10:40-12:00 Hyatt West: Water Tower  |
| **Co-Chairs:** Michele Williams, U. of Michigan; Darryl J. Stickel, Duke University  
**Affective Reactions to Trust Violations: A Social Identity Theory Perspective,** Roderick M. Kramer, Stanford U.  
**The Paradoxical Effects of Prior Trust on Reactions to Broken Promises,** Sandra L. Robinson, U. of British Columbia  
**The Influence of Trust and Empowerment on Emotional, Cognitive, and Behavioral Responses to Downsizing,** Anil K. Mishra, Wake Forest U.  
**Building Trust in the Face of Hostility,** Darryl J. Stickel, Duke University  
**Provocateur:** Roy J. Lewicki, Ohio State U.  |
| 182. **(HR, OB, SIM)** Understanding Stigmatized Groups: The Journey to Acceptance in a Pluralistic World of Work  
- 10:40-12:00 Hyatt West: Regency Ball D(N)  
**Chairs:** Carolyn Marie Wiethoff, Ohio State U., Columbus; Jerald Greenberg, Ohio State U., Columbus  
**Presenters:** Belle Rose Ragins, U. of Wisconsin, Milwaukee; Dianna Stone, U. of Central Florida; Audrey J. Murrell, U. of Pittsburgh; Faye Crosby, U. of California, Santa Cruz  
**Discussants:** Jerald Greenberg, Ohio State U., Columbus; Peter R. Bulmer, Jackson, Lewis, Schnitzler & Krupman  |
| **Monday 12:20 pm** |                                                                                           |
| 183. **(BPS, OMT)** Constructing Markets: The Economic Sociology of Organizations and Strategy  
- 12:20-2:10 Hyatt West  
**Chair:** M. Tina Dacin, Texas A&M U.  
**Cartel Stability and Administered Prices,** Wayne E. Baker, U. of Michigan; Eric Cheney, U. of Massachusetts, Amherst; Robert R. Faulkner, U. of Massachusetts, Amherst; Gene A. Fisher, U. of Massachusetts, Amherst  |
Monday 1:00 pm

184. (GDO, OMT) Making Sense of Change: Essential Stabilities in Breathless Journeys

- 1:00-2:10 Hyatt West: Regency Ball D(N)
- Chair: Ian Colville, U. of Bath
- Presenters: Robert W. Waterman, The Waterman Group; Karl E. Weick, U. of Michigan

Monday 2:30 pm

185. (GDO, HR, SIM) Genetic Testing, Privacy, and Employment Discrimination

- 2:30-3:50 Hyatt West: Goldcoast
- Chair: Cliff Cheng, U. of Southern California
- Genetic Testing, Employment Discrimination, and Managerial Decision Making, Elaine Draper, U. of California, Berkeley
- Genetic Screening and Privacy, Eugene F. Stone-Romero, U. of Central Florida
- Discussants: David E. Hyatt, DeCotiis Erhard Strategic Consultants; Amitai Etzioni, George Washington U.; Dianna Stone, U. of Central Florida

186. (IM, MC, ODC) Cross-Border Transfer of Management Knowledge for Large System Change

- 2:30-3:50 Hyatt West: Water Tower
- Chair: Kenneth Murrell, U. of West Florida
- Organizer: Raymond Murrell, Center for Socio-Economic Development
- The Marshall Plan and Early Transfers of Managerial Knowledge, Marie-Laure Djelic, ESSEC
- Intercultural Problems in East-West Management: The Collective Culture Shock in Hungary and Czech Republic, Gerhard Fink, U. of Vienna; Sylvia Meierewert, U. of Vienna
- The Change of Japan’s Financial Management System after World War II: Similarities and Dissimilarities with Eastern Europe after the Cold War, Nobuko Inagawa, Hamamatsu University
- From Import to Export: Can Western Economies Benefit from the Transfer of Management Ideas from Malaysia and Singapore?, Guy Callender, U. of Technology, Sydney; Judy Johnston, U. of Technology, Sydney (UTS)
- Matsushita Electric: Can the Circle be Squared?, Nigel Holden, Copenhagen Business School

187. (OMT, RM) Understanding the Pluralistic World: The Role of Theory and Research in Organizational Discourse

- 2:30-3:50 Hyatt West: Regency Ball D(N)
- Organizational Discourse: Contributions and Challenges, Cliff Oswick, King's College; David Grant, King's College, London
- Levels of Discursive Struggle, Nelson W. Phillips, McGill U.
- Conversations and Narrative in Interorganizational Collaboration, Thomas B. Lawrence, U. of Victoria
- Discussant: Linda L. Putnam, Texas A&M U.

Monday 4:10 pm

188. (BPS, IM) Creating and Mobilizing Knowledge within Organizations and Beyond: Evidence from the Field

- 4:10-5:30 Hyatt West: Water Tower
- Chair: Pablo Martin de Holan, INCAE (Costa Rica)
- Presenters: Jean-Jacques Degroof, Massachusetts Institute of Technology
- An Actor Perspective to Organizational Learning: Middle Managers as Enablers of Knowledge in Radical Change, Quy Huy, INSEAD
- Memory Systems In Organizations, Fernando Olivera, U. of Western Ontario
- Knowledge creation, circulation and maintenance in international strategic alliances, Pablo Martin de Holan, INCAE (Costa Rica)
- Discussant: Martin Schulz, U. of Washington

189. (BPS, IM, OMT) Pluralistic World, One Model?

- 4:10-6:00 Hyatt West: Regency Ball D(N)
- Chair and Organizer: Eugenio Marchese, Cornell U.
- Change in Anglo-Saxon Corporate Governance: Structures, Effects, and Transferability of Director Professionalism, Eugenio Marchese, Cornell U.
- Corporate Governance Convergence in a Globalizing Equity Market, Michael Useem, U. of Pennsylvania
- Convergence of Corporate Governance Models? Maybe Not, Mauro F. Guillen, Princeton/U. of Pennsylvania
- The Anglo-Saxon and the Continental Corporate Governance Models: Where do Italy and Spain Fit?, Ruth V. Aguilera, Harvard U.
Tuesday 8:30 am

190. (MOC, OB, OMT) Cognition’s Evolution in the Academy: A Journey into the New Millennium (Knowledge)
- 8:30-10:10 Hyatt West: Water Tower
Organizers: Cynthia G. Emrich, Purdue U.; Margaret D. Gorman, George Washington U.
Evolution and Devolution in the Study of Cognition in Organizations, Neal M. Ashkanasy, U. of Queensland; Karl E. Weick, U. of Michigan

191. (HR, OB, RM) Agreeing To Disagree on Organizational Phenomena: A Panel Discussion About Self-other Agreement, Congruence, and Fit as we Journey Into a Pluralistic World
- 8:30-10:10 Hyatt West: Regency Ball D(N)
Chair: Claudia C. Cogliser, Oregon State U.
Panelists: Leanne E. Atwater, Arizona State U., West; Kenneth L. Bettenhausen, U. of Colorado, Denver; Jennifer A. Chatman, U. of California, Berkeley; Lawrence R. James, U. of Tennessee, Knoxville; Melenie J. Lankau, Cornell U.; Cheri Ostroff, Arizona State U.; Anne S. Tsui, Hong Kong U. of Science and Technology; Robert J. Vandenberg, U. of Georgia; Francis J. Yammarino, State U. of New York, Binghamton

Tuesday 10:30 am

192. (MED, ODC) Organization Development: Past, Present, and Future
- 10:30-11:50 Hyatt West: Water Tower
Chair: Edgar H. Schein, Massachusetts Institute of Technology
Presenters: Richard Beckhard, Richard Beckhard Associates; David A. Nadler, Delta Consulting Group Inc.; Christopher G. Worley, Pepperdine U.; David L. Cooperrider, Case Western Reserve U.

Tuesday 2:00 pm

193. (BPS, OMT, TIM) Replicating Knowledge for Competitive Advantage (Knowledge)
- 2:00-3:20 Hyatt West: Water Tower
Chairs: Gabriel Szulanski, U. of Pennsylvania; Sidney G. Winter, U. of Pennsylvania
Knowledge Transfer Within the Firm: A Replication Perspective on Internal Stickiness, Gabriel Szulanski, U. of Pennsylvania; Sidney G. Winter, U. of Pennsylvania

Tuesday 3:40 pm

195. (OCIS, ODC, TIM) Information Technology and Organizational Change in Turbulent Environments: Exploring Emergent Technology Designs for Sensemaking
- 3:40-5:00 Hyatt West: Water Tower
Chair: Ram Tenkasi, Benedictine U.
Mutual Sensemaking and Interpretation as the Basis of Knowledge Integration: SPIDER, a Perspective Taking Software for Exploring Knowledge Diversity in Knowledge Intensive Environments, Richard J. Boland, Jr., Case Western Reserve U.; Ram Tenkasi, Benedictine U.
TOP Modeler: A Tool for Rapid Organizational Redesign, Ann Majchrzak, U. of Southern California; Bryan Borys, U. of Southern California; Les Gasser, U. of Illinois, Urbana-Champaign
Knowledge Creation Through Interpretation: The Role of Computer-Mediated Simulations in a Laboratory Environment, Tojo Joseph Thatchenkery, George Mason U.; Ravi Behara, Florida Atlantic U.; Con Kenney, FannieMae
Discussion: Robert P. Gephart, U. of Alberta
186. (MED, OB, SIM) Finding the moral center: Is there a place for virtue and values in organizations
- 8:30-10:20 Hyatt West: Water Tower
Organizer: Thomas A. Wright, U. of Nevada, Reno
Presenters: David Whetten, Brigham Young U.; Jerald Greenberg, Ohio State U., Columbus; Laurie Larwood, U. of Nevada; Steven M. Sommer, U. of Nebraska; Thomas A. Wright, U. of Nevada, Reno
Discussant: Andre L. Delbecq, Santa Clara U.

187. (CM, ONE) The Framing of Intractable Environmental Disputes
- 8:30-10:20 Hyatt West: Regency Ball D(N)
Chair: Roy J. Lewicki, Ohio State U.
Framing the Politics of Water, Roy J. Lewicki, Ohio State U.; Carolyn Marie Wiethoff, Ohio State U., Columbus
Stakeholder Framing of the Edwards Aquifer Case, Linda L. Putnam, Texas A&M U.; Charles Samuelson, Texas A&M U.
Evolving Stakeholder Frames and the Transition Between Intractability and Resolvability in an Environmental Conflict: Lessons From the Quincy Library Group Case, Julia M. Wondolleck, U. of Michigan; Todd Bryan, U. of Michigan
Discussant: Max M. Bazerman, Northwestern U.

190. (CM, OB) Promoting Participation in Pluralistic Environments: Managing Contributions within Diverse Groups
- 10:40-12:00 Hyatt West: Regency Ball D(N)
Chair: Melissa C. Thomas-Hunt, Washington U.
When Differences Make a Difference: Categorization and Social Identification Based on Demographic Diversity in Formal Organizations, Sandra E. Spataro, U. of California, Berkeley
Begging, Fighting, or Demanding to be Heard: Group Status Dynamics in the Organizational Context, David A. Owens, Vanderbilt U.
Maybe I Should Say Something: The Effect of Organizational Culture and Expert Status on Group Member Contributions, Melissa C. Thomas-Hunt, Washington U.; Tonya Y. Ogden, Washington U.; Margaret A. Neale, Stanford U.
Getting to Know You: The Influence of Personality on the Alignment of Self-Other Evaluations of Demographically Different People, Jennifer A. Chatman, U. of California, Berkeley; Francis J. Flynn, U. of California, Berkeley; Sandra E. Spataro, U. of California, Berkeley
Discussant: Gregory B. Northcraft, U. of Illinois, Urbana-Champaign

- 10:40-12:00 Hyatt West: Water Tower
Chair: Karen Ayas, Erasmus U., Rotterdam
Organizing for Joint Sensemaking and Knowledge Creation, Peter M. Senge, MIT/Society for Organizational Learning Insider/Outsider Team Research: An Outsider Researcher's Proposals and An Insider Organizational Member's Responses, Jean M. Bartunek, Boston College; J. Kimball Kehoe, Profitlink Inc.
On the Co-generation of Theory and Linking Research to Practice, Michael Tushman, Harvard U.
Discussant: Edgar H. Schein, Massachusetts Institute of Technology

202. (HR, IM, MED) Lessons Learned From a 13-Country, Regional Analysis of International Human Resource Management
- 12:20-2:10 Hyatt West: Water Tower
Chairs: Mary Ann Von Glinow, Florida International U.; Ellen A. Drost, San Diego State U.
Overview, Mary Ann Von Glinow, Florida International U.; Ellen A. Drost, San Diego State U.
The Best Practice in International HRM Project: Methods, Kevin B. Lowe, U. of North Carolina, Greensboro; Mary Teagarden, Thunderbird; John Michael Geringer, California Polytechnic U.
Strategic Human Resource Management: A Cross-Cultural Practice?, David E. Bowen, Thunderbird; Pillai Rajanandini, California State U., San Marcos

The Best Practice International HRM Project: Compensation, Peter J. Dowling, U. of Tasmania

An Exploratory Study of the Purpose of Performance Appraisal in Asia, Latin America, and North America, Cherrie Jiuhua Zhu, Monash U.; Stephen Nason, Hong Kong U. of Science and Technology; John F. Milliman, U. of Colorado, Colorado Springs

203. *(OMT, TIM)* Path Dependence and Creation

* 12:20-2:10 Hyatt West: Regency Ball D(N)

*Chairs:* Raghu Garud, New York U.; Peter Karnoe, Copenhagen Business School


Complexity, Attractors, and Path Dependence and Creation in Technological Evolution, Joel A. C. Baum, U. of Toronto

Technologies of Managing and the Mobilization of Paths, Jan Mouritsen, Copenhagen Business School; Niels Dechow, Copenhagen Business School


Path Creation as a Process of Mindful Deviation, Raghu Garud, New York U.; Peter Karnoe, Copenhagen Business School

Wednesday 1:00 pm

204. *(ENT, GDO, PNS)* Developmental Entrepreneurship

* 1:00-2:10 Hyatt West: Regency Ball C(N)

*Chair:* Craig Galbraith, U. of North Carolina, Wilmington


*Discussant:* Steve Robinson, U. of North Carolina, Wilmington
### Jointly Sponsored Symposia

**Coordinator:** Kelley D. Hinze, University of Minnesota

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<th>Time</th>
<th>Monday 9:00 am</th>
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| 9:00 am | Jointly Sponsored Symposia
|        | Coordinator: Kelley D. Hinze, University of Minnesota |
|        | Start | Shared Program |
| 9:00 am | 206. JS: Organization Culture Research • HE: GndBall B |
|        | 206. JS: Errors in Organizations • HE: GndBall E |
|        | 207. JS: Managing Growth • HE: GndBall F |
|        | 208. JS: Cognition and TMTs • HW: Comiskey |
|        | 209. JS: Euphonic Pedagogy: Musical • S: Alpine II |
|        | 210. JS: Measurement Issues in SHRM • S: Gball 3 |
|        | 211. JS: Ghosts of Academies Past, Pres • S: Gball I |

**Monday**

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<td>10:40 am</td>
<td>212. JS: Organizational Dynamics • HE: GndBall B</td>
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<td>213. JS: Change and Development in ODC • HE: GndBall E</td>
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<td>214. JS: Time and Organizations • HE: GndBall F</td>
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<td>215. JS: From Both Sides Now: Perspecti • HW: Comiskey</td>
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<td>216. JS: Mentoring in a Pluralistic Env • S: Gball 3</td>
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<td>12:20 pm</td>
<td>217. JS: Organizational Entry Journey • HE: GndBall B</td>
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<td>218. JS: Change and Feminism Journeys • HE: GndBall E</td>
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<td>219. JS: Feedback Based Interventions • HE: GndBall F</td>
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<td>220. JS: Virtuality and work • HW: Comiskey</td>
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<td>221. JS: The Gendered Classroom • S: Gball 3</td>
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<td>2:30 pm</td>
<td>222. JS: Individual Differences In Pers • HE: GndBall B</td>
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<td>223. JS: Knowledge and Boundaries • HE: GndBall E</td>
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<td>224. JS: Cognitive Strategic Groups (K) • HE: GndBall F</td>
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<td>225. JS: Beyond Armchair Feminism III • HW: Comiskey</td>
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<td>226. JS: Doctoral Education Trends • S: Gball 3</td>
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<td>4:10 pm</td>
<td>227. JS: Work Safety Improvement • HE: GndBall B</td>
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<td>228. JS: Managing Knowledge (K) • HE: GndBall E</td>
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<td>229. JS: Spirituality at Work • HE: GndBall F</td>
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<td>230. JS: Causal Mapping Tutorial • HW: Picasso</td>
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<td>231. JS: The Good, The Bad, and The Ugl • HW: Comiskey</td>
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<td>232. JS: Organizational Creativity • S: Gball 3</td>
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<td>233. JS: OB-HR Theme: Ind./Collectivism • S: Gball I</td>
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<td>234. JS: Careers in Transition • HE: GndBall B</td>
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<td>235. JS: Change and Performance • HE: GndBall E</td>
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<td>236. JS: Project-Based Learning • HE: GndBall F</td>
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<td>237. JS: Trust in Virtual Worlds • HW: Comiskey</td>
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<td>238. JS: Reclaiming Past Knowledge • S: Neuchatel</td>
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<td>239. JS: Sexual Harassment Perspectives • S: Gball 3</td>
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<td>10:30 am</td>
<td>240. JS: Individualism-Collectivism • HW: Columbian</td>
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<td>241. JS: Relational Experiences at Work • HW: Comiskey</td>
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<td>242. JS: Leadership and Evaluations • HW: Regency Ball B(S)</td>
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<td>243. JS: Global Corporate Citizenship • S: Gball 3</td>
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<td>244. JS: The Academy and the Media • S: Gball I</td>
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<td>2:00 pm</td>
<td>245. JS: Sweet Home Chicago • HW: Comiskey</td>
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<td>246. JS: Re-thinking What We Think • S: Gball 3</td>
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<td>3:40 pm</td>
<td>247. JS: Mgmt and OD Across Borders • HE: GndBall B</td>
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<td>248. JS: Social Enterprise: Organizatio • HE: GndBall E</td>
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<td>249. JS: Contingent Work Consequences • HE: GndBall F</td>
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<td>250. JS: NOFIA • HW: Comiskey</td>
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<td>251. JS: Management through Racial Lens • S: Gball 3</td>
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**Wednesday**

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<td>8:30 am</td>
<td>252. JS: Self-Efficacy • HE: Columbus E/F</td>
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<td>253. JS: Pluralism and Work • HE: GndBall B</td>
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<td>254. JS: Competitive Dynamics (I) • HE: GndBall E</td>
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<td>255. JS: Racio-Ethnic Relations • HE: GndBall F</td>
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<td>256. JS: Global Convergence in HRM • HW: Comiskey</td>
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<td>257. JS: Knowledge-Action Nexus • S: Gball 3</td>
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<td>9:00 am</td>
<td>258. JS: Project management • S: Engleberg</td>
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<td>10:40 am</td>
<td>259. JS: Knowledge in Service Firms (K) • HE: Columbus K/L</td>
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<td>260. JS: Rationalism and Pluralism • HE: GndBall B</td>
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<td>261. JS: Issues and Solutions in Global • HE: GndBall E</td>
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<td>262. JS: Work and Vacation • HE: GndBall F</td>
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<td>263. JS: Equity in Pay and Promotions • HW: Comiskey</td>
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<td>264. JS: Cutting Edge of Leadership: Th • S: Gball 3</td>
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<td>12:20 pm</td>
<td>265. JS: Negotiation Teaching Initiative • HE: GndBall D(N)</td>
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<td>266. JS: MNCs and Knowledge Transfer • HE: Columbus E/F</td>
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<td>267. JS: Social Identification • HE: GndBall E</td>
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<td>268. JS: Organizational Capabilities (K) • HE: GndBall F</td>
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<td>269. JS: Anger in Organizations • HW: Comiskey</td>
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<td>270. JS: Outsourcing: Driver of Change • S: Gball 3</td>
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Jointly Sponsored Symposia

205. (OB, OMT) Broadening the Boundaries of Organizational Culture Research: Multiple Perspectives on Analyses and Consequences
- 9:00-10:20 Hyatt East: GndBall B
Chair: Francis J. Flynn, U. of California, Berkeley; Jennifer A. Chatman, U. of California, Berkeley
Demography and Communication Networks in Enculturation Processes in Organizations, J. Richard Harrison, U. of Texas, Dallas; Glenn R. Carroll, U. of California, Berkeley
Economics and Corporate Culture, Benjamin E. Hermelin, Cornell U.
The Strength of Corporate Culture and the Reliability of Firm Performance, Jesper B. Sorensen, U. of Chicago
Strong Cultures and Innovation: Oxymoron or Opportunity?, Francis J. Flynn, U. of California, Berkeley; Jennifer A. Chatman, U. of California, Berkeley
The Culture of Organizational Teams: The Impact of Values and Norms on Process and Performance, Elizabeth A. Mannix, Columbia U.; Sherry Thatcher, U. of Pennsylvania
Discussant: David F. Caldwell, Santa Clara U.

206. (OB, OMT) Errors in Organizations: New Perspectives
- 9:00-10:20 Hyatt East: GndBall E
Chair: Paul S. Goodman, Carnegie Mellon U.
Relational Foundations of Collective Mindfulness and Error Mitigation in a Temporary, High-Reliability Organization, Gregory A. Bigley, U. of Cincinnati
Medical Professional Culture, Medical Collegiality and Medical Mistakes, Marilynn M. Rosenthal, U. of Michigan
A Mindful Infrastructure For Organizational Reliability, Kathleen M. Sutcliffe, U. of Michigan
Discussant: Karlene A. Roberts, U. of California, Berkeley

207. (BPS, OMT) Managing Growth: New Perspectives on Replication, Rapid Internationalization and Location Choices
- 9:00-10:20 Hyatt East: GndBall F
Replicating To Grow: Preliminary Evidence on the Market Value of Concept Replicators, Sidney G. Winter, U. of Pennsylvania
Accelerating Growth: High Speed Internationalization, Harry Korine, London Business School

208. (BPS, MOC) Strategic Thinking Ability in Top Management Teams: A Cognitive Perspective
- 9:00-10:20 Hyatt West: Comiskey
Chair: Ravindranath Madhavan, U. of Illinois, Urbana-Champaign
Understanding Expertise in Strategic Thinking, Ravindranath Madhavan, U. of Illinois, Urbana-Champaign
Business Strategy And Business Improvement Methodologies, Francis D. Tuggle, American U.
Measuring Cognition Is Not Exotic, Livia Markoezy, Cranfield U.; Jeffrey Goldberg, Cranfield U.
Strategic Thinking and Diversity of Cognition, John L. Naman, U. of Pittsburgh
Discussant: John L. Naman, U. of Pittsburgh

209. (MED, ODC) Euphonic Pedagogy: The Teaching of Musical Themes as a Metaphor for Organizational Effectiveness
- 9:00-10:20 Swiss: Alpine II
Chair: Judith A. Neal, U. of New Haven
Using Music to Learn Through Shared Incompetence, Dorothy A. Marcic, Vanderbilt U.
Finding Your Voice in Community, Judith A. Neal, U. of New Haven
Participant: Frank Barrett, Naval Postgraduate School

- 9:00-10:20 Swiss: Gball 3
Chair: Patrick M. Wright, Cornell U.
Next Steps for Strategy in Strategic Human Resource Management, Clint Chadwick, U. of Illinois, Urbana-Champaign
Measuring Firm Performance in Strategic HR Research: Adjustments to Tobin's Q When Intangible Assets Matter., Doug Miller, Ohio State U.; Jay B. Barney, Ohio State U.
Discussant: Barry A. Gerhart, Vanderbilt U.

211. (MH, OMT) Ghosts of Academies Past, Present and Future: A Plurality of Perspectives on the Field of Organization Studies
- 9:00-10:20 Swiss: Gball 1
Co-Organizer: Charlene E. Zietsma, U. of British Columbia
The Present Through the Eyes of the Past: A Play, Benyamin Philip H. Mirvis
Chair & Co-Organizer: Peter J. Frost, U. of British Columbia
Looking Back, Looking Outside, Looking Forward, Cynthia Hardy, U. of Melbourne, Australia
The Delights of History, the Thrill of the Present, and Hopes for the Future: Looking at a New Millennium for the Field of Organizational Behavior: Observation, Reflections and Anticipation, J. Keith Murnighan, Northwestern U.
Remarks on "The Present Through the Eyes of the Past", Philip H. Mirvis
Winner of OMT Division Best Symposium Proposal Award

Monday 10:40 am
Jointly Sponsored Symposia

212. (BPS, CAR) The Duality of Careers and Organizations: Transitions and Organizational Dynamics
- 10:40-12:00 Hyatt East: GndBall B
Co-Chairs: Jesper B. Sorensen, U. of Chicago; Rakesh Khurana, Massachusetts Institute of Technology
Integration in Multinational Corporations: The Case of International Manager Transfers Revisited, Martine R. Haas, Harvard U.
Start-up Experience and Firm Foundings, Scott Shane, Massachusetts Institute of Technology
Director Interlocks as Labor Market Institutions: Examining the External Market for CEOs, Rakesh Khurana, Massachusetts Institute of Technology
Discussants: Jesper B. Sorensen, U. of Chicago

Chair: Suzanne C. de Janasz, James Madison U.

The Developmental Journey of Mentoring Research and Practice, Troy R. Nielson, California State U.; San Marcos
The Role of Mentoring in Academe: A Relationship in Progress, Suzanne C. de Janasz, James Madison U.; Sherry E. Sullivan, Bowling Green State U.
The Evolving Role of Mentoring in Industry, Karen O. Dowd, James Madison U.
Discussants: Linda K. Stroh, Loyola U.; Regina M. O'Neill, Suffolk U.

Monday 12:20 pm

217. (HR, OB) New takes on the Organizational Entry Journey
- 12:20-2:10 Hyatt East: GndBall B
Chair: Andrea E. C. Griffin, Texas A&M U.
Most Organizations Have New Employee Orientation Programs, So Why Isn't There More Research Guiding Practice?, John P. Wanous, Ohio State U.
When are Realistic Job Previews Most Effective?, Bruce M. Meglino, U. of South Carolina
The Interaction of Individual Newcomer and Organizational Socialization Tactics, Adrienne Colella, Texas A&M U.
Integrating Organizational Socialization and Impression Management: The Role of Organizational Image and Identity, Andrea E. C. Griffin, Texas A&M U.
Discussants: Angelo S. DeNisi, Texas A&M U.

218. (GDO, MOC) Feminism/Otherness: Celebrating Journeys of Change and Discovery on the 50th Anniversary of Beauvoir's The Second Sex and the Verge of a New Millennium
- 12:20-2:10 Hyatt East: GndBall E
Chair: Linda A. Krefting, Texas Tech U.
Hidden Gendered Assumptions in Organizational Theory, Joanne Martin, Stanford U.
The Potential for Alternative Forms of Inquiry, David Knights, Keene University
Reconsidering Essentialism, Linda A. Krefting, Texas Tech U.
Reflections on a Borderland Journey on the Verge of Turning Fifty And Discovering Beauvoir, Ella L. Bell, U. of North Carolina, Charlotte
Ignored for "Good Reason?", Linda Smircich, U. of Massachusetts, Amherst; Marta B. Calas, U. of Massachusetts, Amherst
Discussants: Judi Marshall, U. of Bath

219. (HR, ODC) Upward and Onward: Advances in Feedback Based Interventions For Assessment and Change
- 12:20-2:10 Hyatt East: GndBall F
Chairs: Allan H. Church, Warner Burke Associates Inc; Michael M. Harris, U. of Missouri, St. Louis
A Feedback-Based Model of Executive Coaching, Janine Waclawski, Warner Burke Associates Inc; Allan H. Church, Warner Burke Associates Inc

213. (MC, ODC) Change and Development in ODC: Journeys in Theory and Practice
- 10:40-12:00 Hyatt East: GndBall E
Chair: Dale E. Zand, New York U.
Coordinator: Trevor A. Williams, Queensland U. of Technology
Presenters: Wendell L. French, U. of Washington; Craig C. Lundberg, Cornell U.; Robert T. Golembiewski, U. of Georgia; Frank Friedlander, Fielding Institute
The Many Faces of Time: Temporal Considerations in the Study of Organizational Decision Making, Gerardo A. Okhuysen, U. of Texas, Dallas
Work Family and the Struggle Over the Meaning of Time, Gideon Kunda, Stanford U.
The Time of Our Lives: Enacting Temporal Structures in Organizations, Wanda J. Orlikowski, Massachusetts Institute of Technology
Discussants: Allen Bluedorn, U. of Missouri, Columbia; Deborah Ancona, Massachusetts Institute of Technology

214. (OB, OCIS, OMT) Organization Life Through a Temporal Lens: Advancing a Research Agenda
- 10:40-12:00 Hyatt East: GndBall F
Chair: Andrea E. C. Griffin, Texas A&M U.
Co-Chairs: Leslie A. Perlow, U. of Michigan; Gerardo A. Okhuysen, U. of Texas, Dallas
The Many Faces of Time: Temporal Considerations in the Study of Organizational Decision Making, Gerardo A. Okhuysen, U. of Texas, Dallas
Work Family and the Struggle Over the Meaning of Time, Gideon Kunda, Stanford U.
The Time of Our Lives: Enacting Temporal Structures in Organizations, Wanda J. Orlikowski, Massachusetts Institute of Technology
Discussants: Allen Bluedorn, U. of Missouri, Columbia; Deborah Ancona, Massachusetts Institute of Technology

215. (MED, OB) From Both Sides Now: Perspectives on how to improve the quality of Organizational Behavior education from those who have been in academe and industry
- 10:40-12:00 Hyatt West: Comiskey
Chair: Kenneth R. Thompson, DePaul U.
Co-Chairs: Linda Livingstone, Baylor U.; Diana Billimoria, Case Western Reserve U.
Panelists: Steven Kerr, General Electric - Corporate; Barry Leskin, Chevron Oil; Anthony Rucci, U. of Illinois, Chicago
Facilitator: Richard T. Mowday, U. of Oregon

216. (CAR, MED) Mentoring in a Pluralistic Environment: Issues, Challenges and New Directions
- 10:40-12:00 Swiss: Gball 3
Chair: Kenneth R. Thompson, DePaul U.
Co-Chairs: Linda Livingstone, Baylor U.; Diana Billimoria, Case Western Reserve U.
Panelists: Steven Kerr, General Electric - Corporate; Barry Leskin, Chevron Oil; Anthony Rucci, U. of Illinois, Chicago
Facilitator: Richard T. Mowday, U. of Oregon
The Antecedent and Consequent Effects of Organizational Cynicism on Upward Feedback Success, Leanne E. Atwater, Arizona State U., West; David A. Waldman, Arizona State U., West

The Relationship Between Multi-Source Performance Ratings and Development Goals, Stephane Brutus, Concordia U., Montreal; Manuel London, State U. of New York, Stony Brook; Jennifer Martineau, Center for Creative Leadership

Participant Reactions to Feedback From a Developmental Assessment Center: An Organizational Justice Theory Approach, Michael M. Harris, U. of Missouri, St. Louis; Matthew Paese, DDI; Leslie Greising, U. of Missouri, St. Louis

Discussant: H. John Bernardin, Florida Atlantic U.

**220.** (OCIS, OMT) Exploring Virtuality in Practice: Issues, Experiences, and Implications
- 12:20-2:10 Hyatt West: Comiskey
  Chair: Wanda J. Orlikowski, Massachusetts Institute of Technology
  Exploring Virtuality in Practice, Gerardine DeSanctis, Duke U.
  Overlap and Interplay: Cultural Patterns of Work and Communication in One Virtual Work Group, Julie Rennecker, Massachusetts Institute of Technology
  Situated Learning in Virtual Teams, Daniel Robey, Georgia State U.
  Image, Impression, and Identity: Shaping the Reality of Virtuality, Wanda J. Orlikowski, Massachusetts Institute of Technology
  Discussant: Stephen R. Bailey, Stanford U.

**221.** (GDO, MED, OCIS) The Gendered Classroom: Implications for Pluralistic Management Education
- 12:20-2:10 Swiss: Gball 3
  Chairs: John A. Ballard, College of Mount St. Joseph; Sharon M. Livesey, Fordham U.
  Travails on the Road to the MBA: Are They the Same for Women and Men?, Janet R. Marks, Fordham U.
  Extemporaneous Speaking and Self Presentation in an Elite MBA Classroom: Shooting from the Lip: Help or Hindrance for Women?, Sharon M. Livesey, Fordham U.
  Men, Gender Culture, and Management: Implications for Management Education and the Classroom, John A. Ballard, College of Mount St. Joseph
  Discussant: Joyce K. Fletcher, Simmons GSM

**Monday 2:30 pm**

**222.** (MOC, OB) Individual Differences In Perceiving, Building And Using Networks Effectively
- 2:30-3:50 Hyatt East: GndBall B
  Co-Chairs: Herminia Ibarra, Harvard Business School; Allan Filipowicz, Harvard Business School
  Building Effective Networks: A Psychological Perspective, Allan Filipowicz, Harvard Business School
  Discussants: Ron Burt, U. of Chicago; Mark Snyder, U. of Minnesota

**223.** (BPS, IM, TIM) Knowledge and the Meaning of Boundaries
- 2:30-3:50 Hyatt East: GndBall E
  Chair: Paul C. Almeida, Georgetown U.
  Beyond Local Search: Boundary Spanning Exploration in the Optical Disc Industry, Lori Rosenkopf, U. of Pennsylvania; Atul A. Nerkar, Columbia U.
  Learning and Leakage: Implications for Alliance Organization, Joanne Oxley, U. of Michigan
  The International Mobility of Experts and Cross-border Knowledge Building, Jaeyong Song, Columbia U.; Paul C. Almeida, Georgetown U.
  The Local Geography of Organizational Foundings and Entries, Elaine Romanelli, Georgetown U.
  Discussant: David C. Mowery, U. of California, Berkeley

**224.** (BPS, MOC, OCIS) The Cognitive Strategic Groups Construct: On the Right Track, at a Crossroads, or Just a Dead End? (Knowledge)
- 2:30-3:50 Hyatt East: GndBall F
  Co-Chairs: Gerry McNamara, Michigan State U.; Gerard P. Hodgkinson, U. of Exeter; Becky Luce, Michigan State U.
  If Red and Love are Real, Then So are Strategic Groups, Rhonda K. Reger, U. of Maryland
  Cognitive Groups Along the Vertical Chain, Margaret A. Peteraf, U. of Minnesota; Mark Shanley, Northwestern U.
  The Myth of Cognitive Strategic Groups, Gerry Johnson, Cranfield U.; Phyllis Johnson, Cranfield U.
  The Cognitive Strategic Groups Construct: What Have We Learned so Far and Where Do We Go from Here?, Gerard P. Hodgkinson, U. of Exeter; Gerry McNamara, Michigan State U.; Becky Luce, Michigan State U.

**225.** (GDO, ODC) Beyond Armchair Feminism III: Moving from Gender to a Broader Diversity Lens in Organizational Diagnosis and Intervention
- 2:30-3:50 Hyatt West: Comiskey
  Co-Chairs: Robin J. Ely, Columbia U.; Debra Ellen Meyerson, Center for Gender in Organizations, Simmons GSM/Stanford U.
  Presenters: Angelina Holvino, Center for Gender in Organizations, Simmons/Chaos Management; Judith Katz, Kaleel Jamieson Company; David A. Thomas, Harvard U.

**226.** (MED, ODC) Emerging Trends in Doctoral Education: Educating Scholar-Practitioners for Change and Development in a Pluralistic World
- 2:30-3:50 Swiss: Gball 3
  Chairs: Peter F. Sorensen, Benedictine U.; Kurt Motamedi, Pepperdine U.
  Discussants: Frank Friedlander, Fielding Institute; Henrik H. Larsen, Copenhagen Business School; Sven Kylen, Stockholm School of Economics; Jytsoa (Jo) Sanzgiri, California School of Professional Psychology; Richard J. Boland, Jr., Case Western Reserve U.

**Monday 4:10 pm**
227. (HR, OB) Safety as a core management goal: Integrated approaches to improving work safety
- 4:10-5:30 Hyatt East: GndBall B
Chair: Sharon K. Parker, U. of Sheffield; Mark A. Griffin, Queensland U. of Technology
Defining and Predicting Generic Safety Performance: An Examination of Performance Dimensionality and the Role of Training Histories, Michael J. Burke, Tulane U.; Sue Ann Sarpy, Tulane U.; Paul E. Tesluk, Tulane U.
A Commitment Oriented Approach to Promoting Safe Working: Evidence from a Longitudinal Study, Sharon K. Parker, U. of Sheffield; Carolyn M. Axtell, U. of Sheffield; Nick Turner, U. of Sheffield
Safety Climate, Safety Behavior, and Work Place Accidents, Mark A. Griffin, Queensland U. of Technology; Andrew Neal, U. of Queensland; Peter M. Hart, U. of Melbourne, Australia
Discussant: David A. Hofmann, Texas A&M U.

228. (BPS, OMT) Contexts and Antecedents in Managing Knowledge (Knowledge)
- 4:10-5:30 Hyatt East: GndBall E
Presenter: Melissa A. Schilling, Boston U.
Discussant: Larry Prusak, IBM

229. (MOC, SIM) Spirituality at Work: Another Management Fad or a Mechanism for Real Change?
- 4:10-5:30 Hyatt East: GndBall F
Co-Chairs: Donde P. Ashmos, U. of Texas, San Antonio; Dennis Duchesson, U. of Texas, San Antonio
Culture Meaning and Belonging at Work, Janice M. Beyer, U. of Texas, Austin
Spirituality at Work: A Conceptualization and Measure, Donde P. Ashmos, U. of Texas, San Antonio; Dennis Duchesson, U. of Texas, San Antonio
Spirituality for Business Leadership: An Experimental Course for CEOs and MBAs, Andre L. Delbecq, Santa Clara U.
Replacing Material Pursuits with Spiritual Pursuits, Dorothy A. Marcic, Vanderbilt U.
Discussant: Jay A. Conger, U. of Southern California

230. (MED, MOC) From Key Factors to Influence Diagramming to Causal Mapping: An Introductory Tutorial to C.S.M.
- 4:10-5:30 Hyatt West: Picasso
This "Theme Session", jointly sponsored by MOC and MED, will provide a hands on causal mapping learning experience.
Chair: William Acar, Kent State U.
Key Factors in Problem Framing, Kenneth E. Aupperle, U. of Akron
Influence Diagramming in Problem Framing, Nancy B. Duncan, Kent State U.
An Introduction to Causal Mapping with CSM, William Acar, Kent State U.
The CSM Approach to Problem Framing, Paul F. DuMont, Walsh U.

231. (CAR, HR) The Good, The Bad, and The Ugly: Diverse Perspectives on Mentoring in Organizations
- 4:10-5:30 Hyatt West: Comiskey
Chair: Stacy E. McManus, U. of Tennessee, Knoxville; Joyce E. A. Russell, U. of Tennessee, Knoxville
An Examination of Mentoring Outcomes and Functions as Reported by Mentors, Tammy D. Allen, U. of South Florida
Stormy Weather: Dysfunctional Mentoring Experiences from the Mentor’s Perspective, Stacy E. McManus, U. of Tennessee, Knoxville; Joyce E. A. Russell, U. of Tennessee, Knoxville
Proteges' Negative Mentoring Experiences: Frequency of Occurrence, Perceived Impact, and Effects on Psychological and Career-related Outcomes, Lillian T. Eby, U. of Georgia; Tammy D. Allen, U. of South Florida
Looking More Closely at the "Dark Side" of Mentoring: Definitional, Construct Validity and Measurement Issues, Terri A. Scandura, U. of Miami; Ethlyn A. Williams, U. of Miami; Betti A. Hamilton, U. of Miami
Discussants: Kathy E. Kram, Boston U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee

232. (OB, ODC) Organizational Creativity: Developing a Research Agenda
- 4:10-5:30 Swiss: Gball 3
Chair: Richard W. Woodman, Texas A&M U., College Station
Impeding Creativity? A Conceptual Look at Limits in Employee Work Contexts, Anne Cummings, U. of Pennsylvania; Danielle E. Warren, U. of Pennsylvania
The Development of Innovative Social Relationships in Organizations: A Research Agenda on the Social Context of Creativity, John E. Sawyer, U. of Delaware; Christina Shalley, Georgia Institute of Technology
Managers' Recognition of Employees' Creative Ideas: A Social-Cognitive Model, Jing Zhou, Texas A&M U., College Station; Richard W. Woodman, Texas A&M U., College Station

233. (HR, OB) New Developments regarding Vertical and Horizontal Individualism-Collectivism: Applications to the Workplace - A Panel Discussion
- 4:10-5:30 Swiss: Gball I
Chairs: Linn Van Dyne, Michigan State U.; Soon Ang, Nanyang Technological U.
Vertical and Horizontal Individualism and Collectivism, Harry C. Triandis, U. of Illinois, Urbana-Champaign
Differentiating and Integrating Individualism and Collectivism, Chao C. Chen, Rutgers U.
Integrating Sociological and Psychological Perspectives on Individualism-Collectivism, P. Christopher Earley, Indiana U.
Discussant: Miriam Erez, Technion, Israel Institute of Technology

Tuesday 8:30 am
234. (CAR, GDO) Careers in Transition--A Gliding Path for the New Millennium--A Sequence of Steps
   • 8:30-10:10 Hyatt East: GndBall B
   Organizer: Dorothy Perrin Moore, Citadel
   Chair: Gary N. Powell, U. of Connecticut
   Discussant: Gary N. Powell, U. of Connecticut

235. (BPS, TIM) Corporate Performance, Diversification, and Innovation
   • 8:30-10:10 Hyatt East: GndBall E
   Chair: Anita M. McGahan, Harvard U.
   Product Sequencing: Vertical Integration, Diversification, and Innovation, Constance E. Helfat, Dartmouth College; Ruth S. Raubitschek, U. S. Department of Justice
   Balancing Incentives: The Tension Between Basic and Applied Research, Scott Stern, Massachusetts Institute of Technology
   Goliath vs. Goliath: The Emergence of Digital Imaging, Mary Tripsas, U. of Pennsylvania
   Discussant: David C. Mowery, U. of California, Berkeley

236. (MC, MED, ODC) Project-Based Learning: Using Reflective Practices to Enhance Learning Outcomes
   • 8:30-10:10 Hyatt East: GndBall F
   Chair: Robert DeFillippi, Suffolk U.
   Ambassador: W. Jack Skaggs, Oklahoma Christian U.
   Reflection as a Basis for Learning in the Project Environment, Joseph A. Raelin, Boston College
   Action Learning and Reflective Practice, Peter Smith, Canadian School of Management
   Project-Based Learning: The Challenge of Managing Organizational Learning Though Projects, Karen Ayas, Erasmus U., Rotterdam
   Project-Based Learning: Stories from the Field, Nick Zeniuk, Interactive Learning Laboratories Inc.
   Linking Project-Based Learning To Career, Community and Company Learning Outcomes, Robert DeFillippi, Suffolk U.; Michael B. Arthur, Suffolk U.
   Discussants: Peter Smith, Canadian School of Management; Karen Ayas, Erasmus U., Rotterdam; Nick Zeniuk, Interactive Learning Laboratories Inc.; Michael B. Arthur, Suffolk U.; Joseph A. Raelin, Boston College

237. (OB, OCIS) Journeys into Virtual Worlds: Trust in Distributed Teams
   • 8:30-10:10 Hyatt West: Comiskey
   Chair: Susan G. Straus, Carnegie Mellon U.
   Trust and Monitoring: Predicting Successful Outcomes in Distant Teams, Suzanne P. Weisband, U. of Arizona; Suzanne Iacono, National Science Foundation; Ashley Gilliam, Andersen Consulting LLP
   A Comparison of the Impact of Employee-Manager Trust on Employees in a Remote-Management and Local-Management Environment, D. Sandy Staples, Queen's U.
   Schmooze or Lose: The Effects of Rapport and Gender in Email Negotiations, Leigh Thompson, Northwestern U.; Janice Nadler, American Bar Foundation; Michael W. Morris, Stanford U.
   Discussant: Denise M. Rousseau, Carnegie Mellon U.

238. (MED, ONE) Reclaiming Past Knowledge for Pluralistic Management Studies
   • 8:30-10:10 Swiss: Neuchatel
   Organizer: John T. Luhman, New Mexico State U.
   Celtic Wisdom: Wardens for Pluralistic Organizations, Robert D. Dennethy, Pace U.
   Hoki ki te Whakaaro Nui: Reclaiming Maori Knowledge, Parehau Richards, U. of Waikato; Riri Ellis, U. of Waikato
   Vedic Education as the Fulfillment of Postmodern Education: Consciousness, Meditation, and "Heaven on Earth", David S. Steingard, Maharishi University of Management; Dale Fitzgibbons, Illinois State U.
   The Knight Errant's Ideology of Adventure, David M. Boje, New Mexico State U.; John T. Luhman, New Mexico State U.
   Discussant: Grace Ann Rosile, New Mexico State U.

239. (GDO, HR, SIM) Multiple Perspectives of Sexual Harassment
   • 8:30-10:10 Swiss: Gball 3
   Organizer: Caren Goldberg, George Washington U.
   The Impact of Training on Perceptions of and Reactions to Sexual Harrassment, Caren Goldberg, George Washington U.; Patrick McHugh, George Washington U.
   Individual Differences in Definition of Sexual Harrassment: the Influence of Attitudes and Traits, Robert Done, U. of Arizona; Maureen O'Connor, City U. of New York; Barbara A. Gutek, U. of Arizona
   Out of Control: Sexually Opportunistic Behavior and Self-Control, Robert Done, U. of Arizona
   Outcomes of Requests for Summary Judgements in Federal Sexual Harassment Cases: Policy-Capturing Revisited, Deborah E. Knapp, Cleveland State U.; Brian Heshizer, Cleveland State U.
   Discussant: Jeanette N. Cleveland, Colorado State U.

Tuesday 10:30 am

240. (CM, OB) Individualism-Collectivism: Where Should We Go From Here?
   • 10:30-11:50 Hyatt West: Columbian
   Chairs: Ya-Ru Chen, New York U.; Joel Brockner, Columbia U.
   The Moderating Influence of Cultural Differences in Self-construal on the Interactive Relationship Between Outcome Favorability and Procedural Fairness, Joel Brockner, Columbia U.; Ya-Ru Chen, New York U.; Elizabeth A. Mannix, Columbia U.
   Managing Cultural Collectivism in Working Groups: Three New Perspectives, Christopher McCusker, Yale U.
A New Twist on an Old Theme: Alternative Views
Concerning People in Relation to Others, P. Christopher Earley, Indiana U.; Miriam Erez, Technion, Israel Institute of Technology
Discussant: Harry C. Triandis, U. of Illinois, Urbana-Champaign

241. (GDO, HR, OB) Ties that Bind and Ties that Chafe: The Nature and Impact of Relational Experiences at Work
• 10:30-11:50 Hyatt West: Comiskey
Chairs: Christine M. Pearson, U. of North Carolina, Chapel Hill; Christine L. Porath, U. of North Carolina, Chapel Hill
The Feeling of Being Connected: Emotions and Interactions at Work, Jane E. Dutton, U. of Michigan; Michele Williams, U. of Michigan
Workplace Incivility: the Target's Eye View, Christine M. Pearson, U. of North Carolina, Chapel Hill; Christine L. Porath, U. of North Carolina, Chapel Hill
Narratives of Compassion, Peter J. Frost, U. of British Columbia; Jane E. Dutton, U. of Michigan
Discussion, Ralph Stablein, U. of Otago

242. (GDO, OB) Sneaking into the Men's Room: Leadership, Evaluations, and Making it to the Top
• 10:30-11:50 Hyatt West: Regency Ball B(S)
Chair: Barry Z. Posner, Santa Clara U.
Organizer: D. Anthony Butterfield, U. of Massachusetts, Amherst
"Re-viewing" Gender, Leadership, and Managerial Behavior: Do Three Decades of Research Tell Us Anything?, D. Anthony Butterfield, U. of Massachusetts, Amherst; James Paul Grinnell, U. of Massachusetts, Amherst
Gender Influences on Performance Evaluations, Katherine Bartol, U. of Maryland
The Glass Ceiling: Recent Trends and Future Prospects, Gary N. Powell, U. of Connecticut
Discussants: Alice H. Eagly, Northwestern U.; Marilyn J. Davidson, U. of Manchester Institute of Science and Technology

243. (MED, SM) Global Corporate Citizenship: Implications of a Pluralistic World for Changing Management Education
• 10:30-11:50 Swiss: Gball 3
Organizer: Sandra Waddock, Boston College
Corporate Citizenship and Management Education: Steering Between Modern and Post-Modern, J. Wil Foppen, Erasmus U., Rotterdam
Management Education for Global Corporate Citizenship, Karen Paul, Florida International U.
Global Corporate Citizenship: The Case for Executive Education, Bradley M. Googins, Boston College
Global Citizenship: Principles to Live and Work By, James E. Post, Boston U.
Discussants: Milton Blood, AACSB; James P. Walsh, U. of Michigan

244. (GDO, MED, ODC) Changing Views and Viewing Changes: Conversations on the Interplay Between the Examples of...
Jointly Sponsored Symposia

Social Enterprise: An Overview of an Emerging Organizational Phenomenon, Richard Steckel, AddVenture Network
Coastal Enterprise Limited Partnership Ventures: One Not-For-Profit’s Experience With Launching a For-Profit Subsidiary, Carla Dickstein, Coastal Enterprises Inc.
Breaking the Nonprofit Mold: Applying a Portfolio Management Approach to Building Community, Brett A. White, Community
The Effects of Social Enterprise: Evidence from Canadian Human Service Organizations, Raymond Dart, York U.

249. (HR, OB) Consequences of Contingent Work: Beyond a Monolithic View
   • 3:40-5:00 Hyatt East: GndBall F
Chair: Alison Davis-Blake, U. of Texas, Austin
Is Temporary Employment an Effective Selection Tool? The Relationship Between Temporary Employment and Job Performance, Joseph P. Broschak, U. of Illinois, Urbana-Champaign; Alison Davis-Blake, U. of Texas, Austin
Cronies, Grifters & Sycophants: Examining Culture Creation in a Temporary Placement Agency, Vanessa Hill, U. of Arizona
Boundary Labor Markets: A Grounded Theory of Contingent Work, Brenda A. Lautsch, Simon Fraser U.
Loose Connections or Met Expectations? Socialization and Obligations to Part-Time Faculty, Laurie L. Levesque, Carnegie Mellon U.; Denise M. Rousseau, Carnegie Mellon U.
Discussant: Jone L. Pearce, U. of California, Irvine

250. (BPS, IM) Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA): The Co-evolution of the Financial Service
   • 3:40-5:00 Hyatt West: Comiskey
Chair: Arie Y. Lewin, Duke U.
Discussant: Dung-Sung Cho, Seoul National U.

251. (GDO, HR) Examining Management Development Strategies Through a Racial Lens
   • 3:40-5:00 Swiss: Gbdal 3
Chairs: Marian N. Ruderman, Center for Creative Leadership; Katherine Giscombe, Catalyst, Inc.
Inhibitors and Facilitators of Career Success for African-American Managers, Martin N. Davidson, U. of Virginia; Ross L. Mecham, III, Center for Creative Leadership
A Comparison of Developmental Job Experiences in the Lives of African-American and White Managers, Christina A. Douglas, Center for Creative Leadership; Marian N. Ruderman, Center for Creative Leadership; Martin N. Davidson, U. of Virginia
Mentoring Relationships Involving Women of Color Protogees in Fortune 1000 Corporations, Katherine Giscombe, Catalyst, Inc.

Networking Patterns and Managerial Effectiveness: An Investigation of Racial Differences, Stephane Brutus, Concordia U., Montreal
Discussant: Ella L. Bell, U. of North Carolina, Charlotte

Wednesday 8:30 am

252. (MOC, OB) Self-Efficacy: Theory, research, and Application
   • 8:30-10:20 Hyatt East: Columbus E/F
Chair: Alexander D. Stajkovic, U. of California, Irvine
The Impact of Self-efficacy on the Behavioral Paradigm, Fred Luthans, U. of Nebraska
Self-efficacy and Decision Making, Robert E. Wood, U. of New South Wales
The Impact of Self-efficacy on Work-motivation Theory and Research, Dov Eden, Tel Aviv U.
Future Issues in Self-efficacy Research, Edwin A. Locke, U. of Maryland
Discussant: Lyman W. Porter, U. of California, Irvine

253. (OB, OMT) New Perspectives on the Challenges of Pluralism in the Changing World of Professional Work
   • 8:30-10:20 Hyatt East: GndBall B
Chairs: John Stuart Bunderson, Washington U.; Jeffery A. Thompson, U. of Minnesota
Professional-Organizational Conflict in Professional and Nonprofessional Organizations, Jean Wallace, U. of Calgary
Person-Organization Fit in the Professional Organization: Revisiting Old Assumptions, John Stuart Bunderson, Washington U.
Individual Transition Journeys into a Pluralistic Organization, Jeffery A. Thompson, U. of Minnesota
Managing Multiple Identities in Professional Organizations, Peter Foreman, U. of Illinois, Urbana-Champaign
Revolutionary and Evolutionary Ideological Change in Pluralistic Environment, Elizabeth Goodrick, State U. of New York, Buffalo; James R. Meindl, State U. of New York, Buffalo
Discussant: Stephen R. Barley, Stanford U.

254. (BPS, OMT) Dynamic Models of Product, Organizational, and Institutional Competition (Institutions)
   • 8:30-10:20 Hyatt East: GndBall E
Chair: Brian S. Silverman, Harvard U.
Providing Access to More Than Access: Services in the Commercial Internet Access Market, Shane M. Greenstein, Northwestern U.; Determinants of Product Survival in the Laser Printer Industry, John M. de Figueiredo, Massachusetts Institute of Technology; Margaret K. Kyle, Massachusetts Institute of Technology
Predators or Prey? The Effect of Local Competitors’ Economic Health on Motor Carrier Survival, Jack A. Nickerson, Washington U.; Brian S. Silverman, Harvard U.
Competition in the Supply of Political Order: State Power and Kibbutz Founding, 1910-1996, Tal Simons, Tel Aviv U.; Paul Ingram, Columbia U.
Discussant: Daniel A. Levinthal, U. of Pennsylvania
255. (CM, ODC) Racio-ethnic Relations and the Forbidden Triad: Challenging Conceptions about Relationships among Minority Groups  
- 8:30-10:20 Hyatt East: GndBall F  
**Chairs:** Karen L. Proudfoot, Morgan State U.; Elena Yang, Independent Consultant/Educator  
**Discussants:** Karen A. Jehn, U. of Pennsylvania; dt ogilvie, Rutgers U.  

256. (HR, IM) Towards or Away from the US Model? Evidence from Europe on the Debate about Convergence in Human Resource Management  
- 8:30-10:20 Hyatt West: Comiskey  
**Chair:** Chris Brewster, Cranfield U.  
**Convergence, Stasis or Divergence? The Case of Personnel Management in Europe, Paul Gooderham, Norwegian School of Economics and Business Administration; Chris Brewster, Cranfield U.**  
**The Boundaries of Converging Management Practice: Cross National Comparisons of Contingent Employment, Olga Tregaskis, Cranfield U.**  
**The Traditional Conception of Career, Henrik H. Larsen, Copenhagen Business School**  

- 8:30-10:20 Swiss: Gbail 3  
**Chair:** Ram Tenkasi, Benedictine U.  
**Doing Research in Multi-Nationals: The Knowledge-Action Nexus Across Cultures, David Finegold, U. of Southern California; Susan Albers Mohrm, U. of Southern California**  
**Action Research from Within One's Own Organization, David Coghlan, Trinity U.**  
**Translating Management Research, John T. Gray, U. of Western Sydney; Geoff De Lucy, Polaris Consulting**  
**On the Use of Research in a World of Distributed, Pluralistic Knowledge, Oyvind Palshaugen, Work Research Institute, Oslo, Norway**  
**Discussant:** Tojo Joseph Thatchenkery, George Mason U.  

258. (IM, OM) The Organization and Strategy of Large-Scale Engineering Projects: The Challenge of Managing Complexity  
- 9:00-10:20 Swiss: Engleberg  
**Organizers:** Joseph Lampel, U. of Nottingham; Serghei Floricel, U. of Quebec -- Trois-Rivières  
**Speakers:** Roger Miller, U. of Quebec, Montreal; Zur Shapira, New York U.  
**Crafting Utopias Into Reality: The Shaping and Governance of Large-Scale Engineering Projects, Roger Miller, U. of Quebec, Montreal; Donald R. Lessard, Massachusetts Institute of Technology**  
**Project Action-Set and the Strategy of Engineering-Construction Firms, Joseph Lampel, U. of Nottingham**  
**Shaping Strategic Systems for Large-Scale Engineering Projects, Serghei Floricel, U. of Quebec -- Trois-Rivières**  
**Managing Large Scale Construction Projects: A Cognitive Perspective, Zur Shapira, New York U.**  
**Discussant:** Candace Jones, Boston College  

Wednesday 10:40 am  

259. (MC, OMT) Managing Knowledge in Professional Service Firms (Knowledge)  
- 10:40-12:00 Hyatt East: Columbus K/L  
**Co-Chairs:** Narasimhan Anand, London Business School; Timothy J. Morris, London Business School  
**Leveraging Knowledge: How Front-Line Knowledge Workers Contribute To New Services, Stephen Frenkel, Australian Graduate School of Management**  
**Holes And Covers In Knowledge Work: Knowledge Creation Strategies In Professional Service Firms, Timothy J. Morris, London Business School; Narasimhan Anand, London Business School**  
**The Architecture of Expertise: How Absorptive and Transformative Capacities Create Intellectual Capital in Professional Services, Candace Jones, Boston College; Benyamin M. Lichtenstein, U. of Hartford**  
**The Acquisition of Knowledge by Professional Service Firms: The Case of Large Accounting Firms, C. R. Hinings, U. of Alberta; Royston Greenwood, U. of Alberta**  
**Discussant:** Christopher Davis McKenna, Johns Hopkins U.  

260. (BPS, OMT) When Rationalistic Tools Meet Pluralistic Contexts  
- 10:40-12:00 Hyatt East: GndBall B  
**Chairs:** Jean-Louis Denis, U. de Montréal; Ann Langley, U. of Quebec, Montreal  
**Performance Measures and Organizational Lifeworlds: the Violence of Abstraction, Barbara Townley, U. of Alberta**  
**Strategic Planning and Control in a Complex Organizational Field, Jean-Louis Denis, U. de Montréal; Annick Valette, U. of Grenoble**  
**The Social (Re)construction of Pricing: Organizational Perspectives, Mark Zbaracki, U. of Chicago; Mark Ritson, U. of Minnesota; Mark Bergen, U. of Minnesota; Shantanu Dutta, U. of Southern California; Daniel Levy, Emory U.**  
**The Corruption of Managerial Techniques by Organizations, Daniel Lozeau, Ecole Nationale D Administration Publique; Ann Langley, U. of Quebec, Montreal; Jean-Louis Denis, U. de Montréal**  
**Discussant:** Martha Feldman, U. of Michigan  

Wednesday 9:00 am
261. (CAR, HR, IM) **Issues and Solutions in Globalizing Management Staffing and Development Systems**

- 10:40-12:00 Hyatt East: GndBall E

**Chair:** Michael G. Harvey, U. of Oklahoma


**American Female Expatriates: Understanding the Impact of Diversity**, Rosalie L. Tung, Simon Fraser U.

**Critical Issues in SGHRM:** Commuting, Mentoring and Global Succession, Mary Ann Von Glinow, Florida International U.


**Discussant:** M. Ronald Buckley, U. of Oklahoma

262. (HR, OB) **Work and vacation - who is afraid to take a break?**

- 10:40-12:00 Hyatt East: GndBall F

**Chair:** Dalia Etzion, Tel Aviv U.

**Who is Afraid to Take a Break?,** Dalia Etzion, Tel Aviv U.


**Loss and Gain Spirals: Applying Hobfoll’s COR Theory to Respite Research**, Mina Westman, Tel Aviv U.

**Expectations, Affectivity, and Respite Effects: Do We Experience the Relief We Expect?,** Dov Eden, Tel Aviv U.

**Vacation and Crossover of Strain between Spouses—Stopping the Vicious Circle, Dalia Etzion, Tel Aviv U.; Mina Westman, Tel Aviv U.**

263. (CAR, GDO, OB) **Discretionary Income and Arbitrary Advancement?: New challenges to Gender Equity in Pay and Promotions**

- 10:40-12:00 Hyatt West: Comiskey

**Chair:** Maura A. Belliveau, Duke U.

**Reward Method and the Gender Wage Gap: Can Compensation Systems Explain Wage Inequality?,** Marta M. Elvira, U. of California, Irvine; Mary E. Graham, George Washington U.


**The State of Career Progress Among Managerial Women of Color,** Katherine Giscombe, Catalyst, Inc.

**Discussant:** Robin J. Ely, Columbia U.

264. (OB, RM) **Cutting Edge of Leadership: The Multiple-Level Approaches**

- 10:40-12:00 Swiss: Gball 3

**Chair:** Francis J. Yammarino, State U. of New York, Binghamton

**In Search of the Level of Analysis for Leader-Member Exchange (LMX): Theory on and Research of Four Alternatives**, Chester A. Schriesheim, U. of Miami; Stephanie L. Castro, Louisiana State U.; Xiaohua (Tracy) Zhou, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

**A Multi-Level View of Charismatic Leadership: Close-Up and at a Distance, Jane M. Howell, U. of Western Ontario; Bruce J. Avolio, State U of NY at Binghamton; Derrick J. Neufeld, U. of Manitoba**


**Discussant:** Fred E. Dansereau, State U. of New York, Buffalo

**Wednesday 12:20 pm**

265. (CM, MED) **Addressing the Topic of 21st Century Pluralism in Negotiation Courses: A Presentation of Four Pedagogical Initiatives**

- 12:20-2:10 Hyatt East: GndBall D(N)

**Chair:** Amy L. Kenworthy, U. of North Carolina, Chapel Hill

**Interactive Drama: A Pedagogical Tool for the 21st Century**, Brooks C. Holton, U. of Washington

**Service Learning: A Pedagogical Tool for the 21st Century**, Amy L. Kenworthy, U. of North Carolina, Chapel Hill

**Interactive Videotaped Examinations: A Pedagogical Tool for the 21st Century**, Joseph F. Byrnes, Bentley College

**WebCT™ Technology: A Pedagogical Tool for the 21st Century**, Terry L. Boles, U. of Iowa

**Discussant:** Edward Zlotkowski, American Association for Higher Education

266. (BPS, IM) **Social Capital and Knowledge Transfer in the Multinational Enterprise**

- 12:20-2:10 Hyatt East: Columbus E/F

**Chairs:** Briangolden, U. of Western Ontario; Tatiana Kostova, U. of South Carolina

**Presenters:** Anthony Frost, U. of Western Ontario, Ivey School of Business; Bill McEvily, Carnegie Mellon U.; Tatiana Kostova, U. of South Carolina; James F. Nebus, U. of South Carolina

**Discussant:** Linda Argote, Carnegie Mellon U.

267. (MOC, OB) **Contrasting Perspectives of Social Identification in Organizations**

- 12:20-2:10 Hyatt East: GndBall E

**Organizer:** Thomas E. Becker, U. of Delaware

**Panelists:** Blake E. Ashforth, Arizona State U., Main; Edwin A. Locke, U. of Maryland; Fred A. Mael, American Institutes for Research

**Facilitator:** Susan E. Jackson, Rutgers U., New Brunswick

268. (BPS, CMT) **Search and Creation of Organizational Capabilities: The Evolution of Tacit, Articulated and Codified Knowledge (Knowledge)**

- 12:20-2:10 Hyatt East: GndBall F

**Organizer:** Maurizio Zollo, INSEAD

**Chair:** Daniel A. Levinthal, U. of Pennsylvania


**From Organizational Routines to Dynamic Capabilities, Sidney G. Winter, U. of Pennsylvania; Maurizio Zollo, INSEAD**
Learning with Re-engineering: How Learning Occurs with Radical Reformation of Organizational Core Competencies, Stephen Lee Walston, Cornell U.

Learning from Rare and Heterogeneous Events: Knowledge Codification, Experience Trajectories and M&A Performance in the US Banking Industry, Harbir Singh, U. of Pennsylvania; Maurizio Zollo, INSEAD

Building Alliance Capabilities: a Knowledge-based Approach, Harbir Singh, U. of Pennsylvania; Prashant V. Kale, U. of Pennsylvania

Knowledge Driven Quality Improvement: the Role of Tacit and Articulated Knowledge, Luk Van Wassenhove, INSEAD; Michael Lapre, Boston U.

Discussant: Sidney G. Winter, U. of Pennsylvania

269. (CM, OB) Anger in Organizations: Its Causes and Consequences
- 12:20-2:10 Hyatt West: Comiskey
  Chair: Ronda R. Callister, Utah State U.

The Experience of Anger of Work: Lessons From the Chronically Angry, Donald E. Gibson, Yale U.; Sigal G. Barsade, Yale U.

Images of Anger Events from the Workplace, John Basch, Bond U.; Cynthia D. Fisher, Bond U.

Feeling Superior: the Link between High Status Social Position’s and Anger, Larissa Z. Tiedens, Stanford U.

Status and Anger in Conflicts Across Organizational Boundaries, Ronda R. Callister, Utah State U.


Discussant: Peter Carnevale, U. of Illinois

270. (HR, MC) Outsourcing: Driver of Human Resource Change and Development
- 12:20-2:10 Swiss: Gball 3
  Organizer: Stuart A. Youngblood, Texas Christian U.
  Chair: David A. Gray, U. of Texas, Arlington

Virtual HR, J. Edward Buckley, Carter Burgess Buckley; E. Mitchell Weatherly, Pier 1 Imports, Inc.

Strategic Human Resources, E. Mitchell Weatherly, Pier 1 Imports, Inc.

Global Human Resources, George E. Metzger, Bell Helicopter, Textron

"Faster, Cheaper, and Better" from the Vendor's Perspective, Ed Rankin, People-Solutions

Discussant: Charles R. Greer, Texas Christian U.
### Shared Interest Track Papers

**Program Chair: Jean M. Bartunek, Boston College**

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<td><strong>Monday</strong></td>
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<td>9:00 am</td>
<td>271. Paper: Effects of Individual Differences: The &quot;Big Five&quot; Personality Dimensions</td>
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<td>9:00-10:20 Hyatt East: GndBall C(N)</td>
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<td></td>
<td>OB: Understanding Stability and Change in Contextual Performance: Dispositional and Situational Influences, Peter M. Hart, U. of Melbourne, Australia; Mark A. Griffin, Queensland U. of Technology; Melinda Jane Norris, U. of Melbourne, Australia</td>
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<td>HR: Who Overrates or Underrates Themselves?: A Multinomial Logit Analysis, David T. Antonioni, U. of Wisconsin, Madison; Heejoon Park, U. of Wisconsin, Madison</td>
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<td>Facilitator: Murray Barrick, Michigan State U.</td>
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<td>TIM: Technology's Impact on Service Dynamics in a Modern Economy, Judith J. Kirchhoff, Long Island U.; Bruce A. Kirchhoff, New Jersey Institute of Technology; Steven T. Walsh, U. of New Mexico</td>
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<td>OM: The Operational Implications of Different Service Customization Strategies, Melanie Shuter, Queensland U.</td>
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<td>12:20 pm</td>
<td>273. Paper: It's All Who You Know: The Strategic Role of Networks</td>
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<td>10:40-12:00 Hyatt East: Columbus E/F</td>
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<td>ONE: Green Strategic Networks: A Transaction Cost and Dynamic Capability Perspective, Magali A. Delmas, U. of California, Santa Barbara</td>
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<td>TIM: National and Global Knowledge Networks: The Relationship between Firms' Network Centrality and Innovative Strength, Jennifer W. Spencer, U. of Houston</td>
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<td>Facilitator: Nitin Nohria, Harvard U.</td>
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<td>2:30 pm</td>
<td>274. Paper: Determinants and Effects of Goal Orientation</td>
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<td>10:40-12:00 Hyatt East: GndBall C(N)</td>
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<td>OB: Goal Orientation: New Directions for Contribution to Organizational Behavior, Adam Carroll, Columbia U.</td>
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<td>8:50 am</td>
<td>280. Paper: Dynamic Environments</td>
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<td>10:00-11:00 Hyatt East: GndBall C(N)</td>
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<td>OB: Cognitive Maps: HE: GndBall D(N)</td>
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<td>3:40 pm</td>
<td>284. Paper: Sensemaking and Change</td>
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<td>285. Paper: Job Satisfaction</td>
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### Shared Interest Track Papers

**Monday 12:20 pm**

**275.** Paper: *Designs for Pluralistic Practice*
- **Facilitator:** Gary P. Latham, U. of Toronto

**276.** Paper: *Organizational Partnerships: Structure and Performance in Joint Ventures*
- **Facilitator:** L. David Brown, Boston U.

**277.** Paper: *Varieties of Radical Change*
- **Facilitator:** Stephen B. Tallman, Cranfield U. / U. of Utah

### 12:20-2:10 Hyatt East: GndBall D(N)

**Facilitator: Elaine Romanelli, Georgetown U.**

**278.** Paper: *Collective and Shared Cognition*
- **Facilitator:** Phyllis Johnson, Cranfield U.

**279.** Paper: *What Affects Organizational Commitment?*
- **Facilitator:** Colin Eden, U. of Strathclyde

### Monday 2:30 pm

**280.** Paper: *Virtual Teams*
- **Facilitator:** Lee Sproull, Boston U.
   • 2:30-3:50 Hyatt East: GndBall D(N)
MOC: To Boldly Go Where No Man Has Gone Before: Integrating Cognitive and Physical Features in Scenario Studies, Pursey P. M. A. R. Heugens, Erasmus U., Rotterdam; Johannes Van Oosterhout, Erasmus U., Rotterdam
OM: Cognitive/Cause Mapping and Scenarios in Risk Management, Colin Eden, U. of Strathclyde; Fran Ackermann, U. of Strathclyde; Terry Williams, U. of Strathclyde
MOC: Crisis Management Plans as Schemas: Analysis and Implications, Joann L. Krauss, Western Illinois U.
Facilitator: James R. Meindl, State U. of New York, Buffalo

282. Paper: Impacts of Outside Directors on Strategy and Performance
   • 2:30-3:50 Hyatt East: Columbus E/F
OMT: A Network Perspective on How Outside Directors Impact Strategic Decision Making, Mason A. Carpenter, U. of Wisconsin, Madison; James D. Westphal, U. of Texas, Austin
   Published in Conference Proceedings
ENT: Director Strategic Contribution and Organizational Performance in Entrepreneurial Firms, K. Matthew Gilley, Oklahoma State U.; Roger H. Ford, James Madison U.; Joseph E. Coombs, James Madison U.
   Published in Conference Proceedings
IM: CEO Duality, Board Composition and Firm Performance: New Evidence from China’s Private Firms, Neng Liang, Loyola College, Maryland; Joanne Li, Loyola College, Maryland
ENT: Antecedents of the Adoption of Outside Boards by Small Private Firms, Mark Fiegener, U. of Puget Sound
   Published in Conference Proceedings
Facilitator: Donald C. Hambrick, Columbia U.

Monday 4:10 pm

283. Paper: Dream Teams: Making Teams Effective
   • 4:10-5:30 Hyatt East: GndBall C(N)
TIM: The Determinants and Effects of Teamwork Quality in Innovative Projects: A Theoretical and Empirical Analysis, Martin Hoeogl, U. of Karlsruhe; Hans Georg Gemuenden, U. of Karlsruhe
ODC: The Relative Influence of Vertical Vs. Shared Leadership on the Longitudinal Effectiveness of Change Management Teams, Craig L. Pearce, U. of North Carolina, Charlotte
OB: External Activities and Team Effectiveness: A Structural Contingency Framework, Jin Nam Choi, U. of Michigan
   Facilitator: Susan G. Cohen, U. of Southern California

284. Paper: Up or Down the Up Escalator: Escalating Commitment in Individuals and Groups
   • 4:10-5:30 Hyatt East: GndBall D(N)
MOC: Sensemaking the Everest Disaster: Escalating Commitment in Groups, Damian Christopher Kayes, Case Western Reserve U.
OB: John Henry Versus the Locomotive: Do Individuals Treat Other Individuals Different Than They Do Objects Within an Escalation of Commitment Scenario?, Henry Moon, Michigan State U.
OGS: When the Going Gets Tough: How Escalating Commitment Can Help Innovations to Succeed, Mike John Gallivan, Georgia State U.
Facilitator: Mark Keil, Georgia State U.

285. Paper: Improving Organizational Performance: Methods, Barriers, and Moderating Effects
   • 4:10-5:30 Hyatt East: Columbus E/F
ENT: Entry Barriers and New Venture Performance: A Longitudinal Investigation of Direct and Moderated Effects, Kenneth Charles Robinson, Kennesaw State U.; Patricia Phillips McDougall, Georgia Institute of Technology
   Winner of Michael H. Mescon Best Empirical Paper Award
   Published in Conference Proceedings
TIM: The Impact of Institutional, Commercial, and Entrepreneurial Factors on the Performance of University Technology Transfer Organizations, Barbara A. Kuhns, U. of Houston; Robert T. Keller, U. of Houston; Robert C. Hill, U. of Houston
OB: Configurations for Improved Organizational Performance Across Multiple Domains: The Influences of Quality of Work Life, High Involvement Work Processes, and Quality Service Approaches, Hettie A. Richardson, U. of Georgia; Robert J. Vandenberg, U. of Georgia
   Facilitator: Lowell W. Busenitz, U. of Oklahoma

Tuesday 8:50 am

286. Paper: Dynamic, Complex Organizational Environments and Their Impacts
   • 8:50-10:10 Hyatt East: GndBall C(N)
OMT: Changes in Organization Environments: A Longitudinal Study, Gary J. Castrogiovanni, U. of Tulsa
ENT: Dynamic Strategies: Emergent Journeys, Janice A. Black, New Mexico State U.; Gerard F. Farias, Loyola U.
HCA: Using Systems Perspectives to Visualize Health Services Organizations, Jane Jorgensen, Camas Inc.; Leonard H. Friedman, Oregon State U.
TIM: Appropriative Capabilities: Facilitators and Impediments to Internal Competency Replication in Firms Operating in Dynamic Environments, Linda F. Edelman, Boston U.
   Facilitator: Claudia B. Schoonhoven, U. of California, Irvine


71. Shared Interest Track Papers

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### Shared Interest Track Papers

**Tuesday 10:30 am**

**288.** Paper: **The Challenges and Opportunities of Becoming an Expatriate**
- 8:50-10:10 Hyatt East: Columbus E/F

**IM:** Social Networks of Expatriates, Kevin Au, Chinese U. of Hong Kong; John Fukuda, Chinese U. of Hong Kong; Yan Zhao, Chinese U. of Hong Kong

**CAR:** Underemployment Among Expatriates: Antecedents and Consequences, Mark C. Bolino, U. of South Carolina; Daniel C. Feldman, U. of South Carolina

**HR:** Expatriation and Repatriation in MNCs: A Taxonomy, Yehuda Baruch, U. of East Anglia, UK; Yochanan Altman, U. of North London

**IM:** Biggest Obstacle to Career Success of Female American Expatriates: Selection Bias at Home?, Yongsun Paik, Loyola Marymount U.

**Facilitator:** Michael A. Hitt, Texas A&M U.

**Tuesday 2:00 pm**

**289.** Paper: **You’ve Got Mail!™: E-mail and E-commerce in Organizations**
- 10:30-11:50 Hyatt East: Columbus E/F

**IM:** Cultural Effects on International Business and Electronic Commerce, John W. Clarry, Montclair State U.

**HCA:** Becoming Virtual: Creating a Virtual Organization Within a Telemedicine Network, Jeanine Warris Turner, Georgetown U.

**RM:** The Electronic Survey Technique: An Integration and Assessment, Zeki Simsek, U. of Connecticut

**OCIS:** Emerging Trends in Electronic Mail Technology: Creating an Agenda for Future Research, Roger J. Volkema, American U.

**Facilitator:** Michael Moch, Michigan State U.

**290.** Paper: **The Family in the Grey Flannel Suit: Balancing Work and Family**
- 2:00-3:20 Hyatt East: Columbus E/F

**OB:** Enriching or Depleting? A Theoretical Model and Empirical Test of Engagement in Work and Family, Nancy P. Rothbard, Northwestern U.

**291.** Paper: **Knowledge Creation, Evolution, and Transfer**
- 3:40-5:00 Hyatt East: GdnBall C(N)

**OCIS:** Effect of the Learning Context in Knowledge Sharing Through a Computer-Aided System, Esmeralda Garbi, Florida Atlantic U.

**ODC:** Organizational Change Through the Transfer of Knowledge: Pitfalls in the Use of Management Consultants, Thomas Armbruster, U. of Reading; Matthias Kipping, U. of Reading

**TIM:** Knowledge, Structural Integration, and Technology Conversion: A Contingency Perspective, Laura B. Cardinal, U. of North Carolina, Chapel Hill; Scott F. Turner, U. of North Carolina, Chapel Hill; David Lei, Southern Methodist U.

**Facilitator:** Linda Argote, Carnegie Mellon U.

**292.** Paper: **Making Sense of Organizational Change**
- 3:40-5:00 Hyatt East: GdnBall D(N)


**OOC:** How Health Care Managers Make Sense of Change: An Empirical Investigation of Organizational Change Schemas, Peter C. Diplock, Saint Joseph's U.


**MOC:** Re-Imagining the Differentiation and Integration of Innovation Work as Heedfully Interrelating Communities of Practice, Deborah Dougherty, Rutgers U.

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

**293.** Paper: **The Performance Impact of Supply Chain Management**
- 3:40-5:00 Hyatt East: Columbus E/F

Shared Interest Track Papers

**Wednesday 9:00 am**

**294.** Paper: *Job Satisfaction in Contemporary Organizations*
- 9:00-10:20 Hyatt East: GndBall C(N)
  - OB: Culture and Psychological Contracts: Effects on Job Satisfaction and Guilt, Yee Ng, Michigan State U.; Daniel R. Ilgen, Michigan State U.
  - OB: The Moderating Effects of Employee Perceptions of Behavioral Discretion on the Relationship Between OCB and Job Satisfaction, Dan J. Putka, Ohio U.; Jeffrey B. Vancouver, Ohio U.
  - HR: Identifying the Sources of Non-Equivalence in Job Satisfaction Measures, Vida Scarpello, Georgia State U.; James Hayton, Georgia State U.
  - Facilitator: Angelo J. Kinicki, Arizona State U.

**295.** Paper: *Antecedents and Outcomes of Organizational Citizenship Behavior*
- 9:00-10:20 Hyatt East: GndBall D(N)
  - OB: Supervisors as Stewards of Organizational Citizenship? An Examination of the Agreement Between Within and Across Group Effects of Employee OCBs on Overall Performance, William H. Bommer, Georgia State U.; Bryan Lilly, U. of Wisconsin, Oshkosh
  - OB: Mediating and Moderating Effects of Role Definitions on Relationships Between Organizational Justice and Organizational Citizenship Behavior, Edward C. Taylor, U. of Kentucky; Bennett J. Tepper, U. of Kentucky
  - PNS: Reciprocity or ‘It’s My Job’?: Exploring Organizationally Directed Citizenship Behavior in a National Health Service Setting, Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Science; Ian Kessler, U. of Oxford; John Purcell, U. of Bath
  - Facilitator: Linn Van Dyne, Michigan State U.

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**Wednesday 10:40 am**

**296.** Paper: *Closing the Revolving Door: Turnover and Retention*
- 10:40-12:00 Hyatt East: GndBall C(N)
  - HCA: Work Experience and Opportunities: Turnover Decisions Among Medical Employees in Israel, Rita Mano-Negrin, Haifa University; Alan Kirshenbaum, Technion, Israel Institute of Technology
  - OB: Person-Organization Fit: The Match Between Newcomers’ and Recruiters’ Preferences For Organizational Cultures, Annelies Elizabeth Van Vianen, Amsterdam university
  - Facilitator: Peter W. Hom, Arizona State U.

**297.** Paper: *The Importance of Procedural and Distributive Justice*
- 10:40-12:00 Hyatt East: GndBall D(N)
  - ODC: Allocation Processes in Mergers and Acquisitions: An Organisational Justice Perspective, Christine Benedicht Meyer, Norwegian School of Economics and Business Administration
  - HR: Workplace Justice, Citizenship Behavior, and Turnover Intentions in a Union Context, Samuel Aryee, Hong Kong Baptist U.; Yue Wah Chay, International Survey Research Corporation
  - Facilitator: Rob Folger, Tulane U.
# Interactive Papers and Caucuses

**Program Chair:** Janet M. Dukerich, University of Texas, Austin  
**Caucuses Chair:** Timothy M. Stearns, California State University, Fresno

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IP: Motivation/Self-Efficacy • HE: Wacker West (2)  
IP: Leader Development & Learning • HE: Wacker West (3)  
IP: Legal Issues • HE: Wacker West (4)  
IP: Research Methodologies • HE: Wacker West (5) | IP: Executive Issues • HE: Wacker West (1)  
IP: Psychological Contracts • HE: Wacker West (2)  
IP: Enactment & Expectancies • HE: Wacker West (3)  
IP: Organizational Forms • HE: Wacker West (4)  
IP: Managing Conflict • HE: Wacker West (5) | IP: Institution & Industry Context • HE: Wacker West (1)  
IP: Initiatives & Innovations • HE: Wacker West (2)  
IP: Public & Nonprofit Management • HE: Wacker West (3)  
IP: Commitment & Turnover • HE: Wacker West (4)  
IP: Improving Learning/Teaching • HE: Wacker West (5) |
| 10:40 am | IP: Commitment & Turnover | IP: Investment, Trade & Knowledge | IP: Career Issues |
| 1:00 pm | IP: Personality/Dispositions | IP: Personality/Dispositions | IP: Self-directed Change |
| 2:30 pm | IP: International Career Issues • HE: Wacker West (2)  
IP: Corp. Social Responsibility • HE: Wacker West (3)  
IP: Technology Issues • HE: Wacker West (4)  
IP: Education & Knowledge • HE: Wacker West (5) | IP: Entrepreneur Strategic Issues • HE: Wacker West (1)  
IP: International Career Issues • HE: Wacker West (2)  
IP: Management Changes in Japan • HE: Wacker West (3)  
IP: Strategic Human Resources • HE: Wacker West (4)  
| 4:10 pm | IP: Education & Knowledge | IP: Emerging Markets • HE: Wacker West (1)  
IP: Jobs & Roles in Organizations • HE: Wacker West (2)  
IP: Management Changes in Japan • HE: Wacker West (3)  
IP: Strategic Human Resources • HE: Wacker West (4)  
| 6:30 pm | Caucus: Table 1 • HE: Wacker West (1)  
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Caucus: Table 3 • HE: Wacker West (1)  
Caucus: Table 4 • HE: Wacker West (2)  
Caucus: Table 5 • HE: Wacker West (2)  
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Caucus: Table 9 • HE: Wacker West (5)  
Caucus: Table 10 • HE: Wacker West (3)  
Caucus: Table 11 • HE: Wacker West (4)  
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Caucus: Table 16 • HE: Wacker West (5) |
| 8:30 am | IP: Selection & Appraisal • HE: Wacker West (1)  
IP: Recent Developments in Theory • HE: Wacker West (2)  
IP: Gender Comparisons • HE: Wacker West (3)  
IP: Government Relations • HE: Wacker West (4)  
IP: Culture and Control in HCOs • HE: Wacker West (5) | IP: Alliances & Stakeholders • HE: Wacker West (1)  
IP: Issues of Firm Growth • HE: Wacker West (2)  
IP: Entry Mode Choices • HE: Wacker West (3)  
IP: Strategic Decision Making • HE: Wacker West (4)  
IP: Issues of Firm Growth • HE: Wacker West (2)  
IP: Entry Mode Choices • HE: Wacker West (3)  
IP: Strategic Decision Making • HE: Wacker West (4)  
IP: International Education Issues • HE: Wacker West (5) |
| 10:30 am | IP: Recent Developments in Theory • HE: Wacker West (2)  
IP: Gender Comparisons • HE: Wacker West (3)  
IP: Government Relations • HE: Wacker West (4)  
IP: Culture and Control in HCOs • HE: Wacker West (5) | IP: Change, Commitment & Culture • HE: Wacker West (3)  
IP: Career Choice & Management • HE: Wacker West (4)  
IP: Current Trends in OCIS • HE: Wacker West (5) | IP: Change, Commitment & Culture • HE: Wacker West (3)  
IP: Career Choice & Management • HE: Wacker West (4)  
IP: Current Trends in OCIS • HE: Wacker West (5) |
| 2:00 pm | IP: Groups: Composition & Process • HE: Wacker West (2)  
IP: Change, Commitment & Culture • HE: Wacker West (3)  
IP: Career Choice & Management • HE: Wacker West (4)  
IP: Organizational Learning • HE: Wacker West (2)  
IP: Affective Reactions • HE: Wacker West (3)  
IP: Public & Nonprofit Management • HE: Wacker West (4)  
IP: Organizational Learning • HE: Wacker West (2)  
IP: Affective Reactions • HE: Wacker West (3)  
IP: Public & Nonprofit Management • HE: Wacker West (4)  
IP: Initiatives & Innovations • HE: Wacker West (5) |
| 3:40 pm | IP: Issues in Operations Mgmt • HE: Wacker West (1)  
IP: Organizational Learning • HE: Wacker West (2)  
IP: Affective Reactions • HE: Wacker West (3)  
IP: Public & Nonprofit Management • HE: Wacker West (4)  
IP: Initiatives & Innovations • HE: Wacker West (5) | | |
| 8:30 am | IP: Institution & Industry Context • HE: Wacker West (1)  
IP: Personality/Dispositions • HE: Wacker West (2)  
IP: Investment, Trade & Knowledge • HE: Wacker West (3)  
IP: Commitment & Turnover • HE: Wacker West (4)  
IP: Improving Learning/Teaching • HE: Wacker West (5) | | |
### Monday 9:00 am

**299. Global Alliances and Interorganizational Cooperation in International Management**
- **IM:** Expanding the International Scope of the Firm: A Typology of Cooperative Strategies, Esteban García-Canal, U. of Oviedo; Cristina Lopez-Duarte, U. of Oviedo; Josep Rioja-Criado, U. Autònoma de Barcelona; Ana Valdes Llanaez, U. of Oviedo
- **IM:** Strategic Alliance and Firm Value: A Case Study of the British Airways/USAir Alliance, Jong-Hyun Park, City U. of Hong Kong; Anming Zhang, City U. of Hong Kong; Namgook K. Park, New York U.
- **IM:** Sharing International Joint Venturing Experience: An Empirical Study of Some Key Determinants, Eric W. K. Tsang, Nanyang Technological U.
- **IM:** Distinct Institutions, Different Links: Supply Relations in the UK and Dutch Agro-Food Industry, Martyn Franciscus Rademakers, Erasmus U., Rotterdam

**299. Motivation and Self-Efficacy**
- **OB:** The Development of Training Based Self-Efficacy in a Multidimensional Feedback Environment, Charles K. Parsons, Georgia Institute of Technology; Donald B. Fedor, Georgia Institute of Technology; David Herold, Georgia Institute of Technology
- **OB:** The Moderating Effects of Modesty and Self-Efficacy on the Relationship Between Individualism-Collectivism and Self-Rating: Extension of the Cultural Relativity Hypothesis, Jia Lin Xie, U. of Toronto; Jean-Paul Roy, U. of Toronto
- **OB:** Determinants of Academic Research Productivity, Ian O. Williamson, U. of North Carolina, Chapel Hill; Daniel M. Cable, U. of North Carolina, Chapel Hill

**OB:** Role of Conceptions of Ability in Self-Regulation and Performance on a Complex Task, Carmen M. Tabernero, U. of Salamanca; Robert E. Wood, U. of New South Wales
- **OB:** The Sacred Spark of Academic Research, Robert Rodgers, U. of Kentucky; Nanette Rodgers, U. of Kentucky
- **OB:** The Role of Self-Efficacy as a Moderating Variable in the Job Strain Model, Nerina Lea Jimmieson, Queensland U. of Technology; Nyree Kathleen Hopley, Queensland U. of Technology

**300. Leadership Development and Service Learning**
- **MED:** A Stages Of Change Perspective On Motivation To Learn In A Leadership Development Context: An Empirical Investigation, Stanley G. Harris, Auburn U.; Michael S. Cole, Auburn U.

### Monday 10:40 am

**MED:** Lessons from an Educational Intervention Designed to Facilitate Strategic Repositioning and Leadership Development: The Case of a Professional Services Firm, Jay A. Conger, U. of Southern California; Beth Benjamin, U. of Southern California

**MED:** Real Learning For Real Life: A Model, Daryl W. Wiesman, Florida State U.; William P. Anthony, Florida State U.

**MED:** Presenting of Self-Efficacy, Increasing Managerial Skills Through Service-Learning, Mary L. Tucker, Ohio U.; Anne M. McCarthy, Colorado State U.

**Facilitators:** Lee Robbins, Golden Gate U.; Judi Strauss, Benedictine U.; Steven J. Maranville, U. of St. Thomas; Robert DeFilippis, Suffolk U.; Elena Antonacopoulou, U. of Manchester

### Monday 10:40 am

**303. Executive Issues in Business Policy & Strategy**
Interactive Papers and Caucuses

304. Psychological Contracts
- 10:40-12:00 Hyatt East: Wacker West (2)
  OB: Monitoring Versus Meddling: Revisiting Agency Theory from an OB Perspective, Jeffery A. Thompson, U. of Minnesota
  OB: Breach of Psychosocial Contracts in Work Groups, Catherine Honor Tinsley, Georgetown U.; Cynthia Lee, Northeastern U.
  OB: Psychological Contract Breach: A Study of Multiple Bases of Comparison, Violet Tzu-Wei Ho, Carnegie Mellon U.
  OB: An Examination of the Development and Consequences of Psychological Contracts, Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville; Joseph A. Schenk, U. of Dayton

305. Enactment and Expectancies
- 10:40-12:00 Hyatt East: Wacker West (3)
  MOC: The Cognitive Processes of Enactment: Evidence from Alexander the Great, Lance B. Kurke, Duquesne U.; Margaret Brindle, Duquesne U.
  MOC: How to Get Heard: Effects of Target Openness and Malleability on Expectancy Confirmation Processes, Jean L. Kuhlwyj, Stanford U.
  MOC: A Diamond in the Rough: Managerial Listening as a Symbolic Act, Rita Durant, U. of Alabama, Tuscaloosa Facilitator: Katherine A. Lawrence, U. of Michigan

306. Organizational Forms
- 10:40-12:00 Hyatt East: Wacker West (4)

307. Negotiation and Conflict Management
- 10:40-12:00 Hyatt East: Wacker West (5)
  CM: Honor among the Ranks: The Relation of Honor and Conflict Management, E Faye Wright, Case Western Reserve U.
  CM: Malaysian Community Mediation, James A. Wall, U. of Missouri, Columbia; Ronda R. Callister, Utah State U.

Monday 1:00 pm

308. Strategic Issues in Entrepreneurship
- 1:00-2:10 Hyatt East: Wacker West (1)
  ENT: Building the Virtual Organization - A Resource-Based Perspective, Odd-Jarl Borch, Nordland Research Institute
  PNS: Determinants of Entrepreneurial Behavior Within Foundations: An Examination of Factors Affecting Start-up, Effective Management and Continuity, Nancy B. Upton, Baylor U.; Carlos Moore, Baylor U.
  ENT: The Role of Cultural Dimensions on National Entrepreneurship, Jeff Brice, Jr., Mississippi State U.
  ENT: Franchising As An Entrepreneurial Transformation Approach For Developing Economies, Gary J. Castrogiovanni, U. of Tulsa; George S. Vozikis, U. of Tulsa

309. International Career Issues
- 1:00-2:10 Hyatt East: Wacker West (2)
  CAR: The Female Expatriate Experience: Challenging The Myths, Linda K. Stroh, Loyola U.; Arup Varma, Loyola U.; Stacey J. Vaty, Loyola U.
## Interactive Papers and Caucuses

### 310. Corporate Social Responsibility
- **MOD**: A Gender Comparison of Motivation to Manage of Hong Kong and PRC Managers; Bahman P. Ebrahimi, Hong Kong Baptist U.; Sandra A. Young, Hong Kong Baptist U.; Vivienne W. M. Luk, Hong Kong Baptist U.
- **CAR**: International Assignments for Career Building: Agency Relationships and Psychological Contracts, Aimin Yan, Boston U.; Guorong Zhu, Boston U.; Douglas T. Hall, Boston U.
- **Facilitator**: Miguel R. Olivas-Lujan, ITESM - Monterrey Campus/Katz GSB, U of Pittsburgh

### 311. The Cutting Edge of Technology
- **TM**: A Linkage Model Of Corporate New Ventures, Anurag Sharma, U. of Massachusetts, Amherst
- **TM**: Information Processing During Innovation Implementation, Randolph B. Cooper, U. of Houston; Richard A. Wolfe, U. of British Columbia
- **TM**: The Impact of Partner-Fit on Progress and Success of European Multi-Partner Research Projects, Hans Georg Gemuenden, U. of Karlsruhe; Martin Hoegl, U. of Karlsruhe
- **TM**: The Relationship Between Information Technology and Organizational Performance: A Development of Alternative Perspectives Based on an Information Processing Theoretical Framework, James F. Fairbank, West Virginia U.
- **TM**: The Stability of the Change Journey: An Evidence Based Examination of the Constancy of Organizational Hierarchy in Changing Information Technology Environments, Gavin M. Schwarz, U. of Queensland

### 312. Improving Education and Knowledge
- **MED**: Where Faculty Stand on the Major Controversies in Collegiate Business Education, John A. Pearce, Villanova U.
- **MED**: Teaching Knowledge Management and Intellectual Capital Lessons: An Empirical Examination of the Tango Simulation, Nick Bonitis, McMaster U.; John Girardi, Queensland U. of Technology
- **MED**: Benchmarking for Business Schools/Colleges: Implementing an Alternative, Partnership Approach, Stephen L. Payne, Georgia College and State U.; J. Michael Whitfield, Georgia College and State U.
- **MED**: Harnessing Instructors’ Tacit Knowledge in the Education Setting: A Response to the Emerging Emphasis on “Knowledge Management”, Lisa A. Burke, Louisiana State U. in Shreveport
- **Facilitator**: David J. Lemak, Washington State U., Tri-Cities; Nell T. Hartley, Robert Morris College; David Ozag, Gettysburg College; Jack Byrne, National U.

### 313. Managing in Emerging Markets
- **IM**: The Impact of Market Liberalization on Firm Scope, Omar Nohad Toulan, McGill U.
- **IM**: The Impact of Political Ideology on Strategic Decision Process: An Action Research in an Alliance in Vietnam, Bertrand Venard, ESSCA

### 314. Jobs and Roles in Organizations
- **OB**: All in a Day's Work: Micro Role Transitions and the Workplace, Blake E. Ashforth, Arizona State U., Main; Glen E. Kreiner, Arizona State U., Main; Mel Fugate, Arizona State U., Main

### Monday 2:30 pm

### 315. Management Changes in Japan
- **IM**: Downsizing and the Deinstitutionalization of the Social Contract in Japan, Christina Linn Ahmadjian, Columbia U.; Patricia Robinson, New York U.
- **IM**: Bank-Firm Cross-Shareholding: Is It Really Winding Down? -- Recent Evidence from Japan, Mark J. Scher,
United Nations Department of Economic and Social Affairs


IM: The Service Paradox: Structure and Evolution of Japanese Subsidaries, Cyril Daniel Bouquet, U. of Western Ontario

316. Strategic Human Resources

• 2:30-3:50 Hyatt East: Wacker West (4)


HR: Market Focus and the Hidden Costs of Downsizing, David Michael Eplion, U. of Pittsburgh


OMT: The Power to Deny: The Relationship Between Firm Strength and the Rate of Internal Promotion, Damon Jeremy Phillips, U. of Chicago

HR: Reconceptualizing the Manufacturing-Versus-Service Dichotomy as a Determinant of the Characteristics of Managerial Work, Avinash V. Mainkar, U. of Connecticut


317. Evolution of Theory & Practice

• 2:30-3:50 Hyatt East: Wacker West (5)

MH: The Mother of All Pluralisms, Milorad M. Novicevic, U. of Oklahoma


MH: History of the U.S. Home Video Game Market, Scott Gallagher, Rutgers U.; Seung-Ho Park, Rutgers U.


Monday 4:10 pm

318. Overcoming Barriers to Inclusion

• 4:10-5:30 Hyatt East: Wacker West (1)


Published in Conference Proceedings

GDO: The Impact of Organizational Culture on Women's Advancement in Organizations, Linda M. Bajdo, Wayne State U.; Marcus W. Dickson, Wayne State U.

GDO: Breaking the Glass Ceiling to Get to the Top: A Review of Recent Evidence, Phyllis Tharenou, Monash U., Caulfield


GDO: Taking the Next Step in Adjusting to One's Disability at Work: Organizational, Social, and Individual Influences on Decisions to Make Accommodation Requests, Anna T. Florey, U. of Texas, Arlington

Facilitators: Robyn A. Berkley, U. of Wisconsin, Madison; Darlene Gambill, U. of Pittsburgh; Janice Witt Smith, North Carolina A&T State U.; Mary J.J. Fambrough, Case Western Reserve U.; Lisa Mainiero, Fairfield U.

319. Making and Breaking Trust

• 4:10-5:30 Hyatt East: Wacker West (2)

OB: Determinants of Interpersonal Trust in New Work Relationships, Anthony Paul Ammeter, U. of Texas, Austin

OB: Trust for Management and Performance: Who Minds the Shop While the Employees Watch the Boss?, Roger C. Mayer, Baylor U.; Mark B. Gavin, Oklahoma State U.

CM: Turn the Other Cheek or an Eye for an Eye: Targets' Responses to Incivility, Christine L. Porath, U. of North Carolina, Chapel Hill; Christine M. Pearson, U. of North Carolina, Chapel Hill; Debra L. Shapiro, U. of North Carolina, Chapel Hill

OB: Why Do People Lie and How Does it Affect Them?: The Effect of Having an Ethical Climate and a Severe Consequence to the Victim of a Lie, Karl F. Aquino, Georgia State U.; Steven L. Grover, Georgia State U.

CM: Predicting Observers' Dispositional Attrubutions for Workplace Violence, James M. Wilkerson, Georgia Institute of Technology

320. Self-directed Change and Self-Awareness

• 4:10-5:30 Hyatt East: Wacker West (3)

MED: Learning Journals as a Force for Personal Change: A Qualitative Example From Research Management, Karan Thorpe, U. of Lethbridge; Robert Loo, U. of Lethbridge

MED: Educational Implications of Longitudinal Intervention on the Awareness of Self-directed Change on Managerial Abilities, Kenneth S. Rhee, Case Western Reserve U.

Published in Conference Proceedings

MED: A Multi-Dimensional, Cross-Cultural Examination of Managerial Self-Awareness and Effectiveness Using 360 Feedback, Frank Shipper, Salisbury State U.

MED: Is It the People We Know, the Things We Do, or the Places We Go? The Impact of Social Environments on Self-Directed Change and Learning, Jane V. Wheeler, Bowling Green State U.

Facilitators: Patricia M. Fandt, U. of Washington, Tacoma; Larry E. Pate, U. of Wisconsin, Madison; Katherine Karl, Indiana U., South Bend; Diane H. Parente, Pennsylvania State U., Erie

321. Age, Stage, and Career Relationships

• 4:10-5:30 Hyatt East: Wacker West (4)

CAR: The Aging Workforce and Career Dynamics: Implications for the Next Millennium, Glenn M. McEvoy, Utah State U.; Mary Jo Blahna, Utah State U.

CAR: Well-Being and Vocational Satisfaction: The Influence of Self-Efficacy Beliefs, Catherine E. Schwoerer, U. of Kansas; Elaine C. Hollensbe, U. of Kansas

CAR: The Pluralistic World of Organizational Role Models: Looking for Inspiration beyond Age- and Hierarchy-based
Interactive Papers and Caucuses

- **Monday 6:30 pm**

**322. The Effects of Environmental Regulations**
- 4:10-5:30 Hyatt East: Wacker West (5)


**ONE: Corporate Strategic Responses to Environmental Regulations.** Alan M. Rugman, Templeton College, U. of Oxford; Alain Verbeke, U. of Brussels

**ONE: Globalization and Sustainable Development - Change, Development and Governance in a Plural World.** Nigel John Roome, Tilburg U.

**323. Caucus Table 1 States and Management**
- 6:30-8:30 Hyatt East: Wacker West (1)
  
  **Contact:** Jone L. Pearce, U. of California, Irvine, jpearce@uci.edu
  
  **Actor:** Jone L. Pearce, U. of California, Irvine

**324. Caucus Table 2 Meditation and Management**
- 6:30-8:30 Hyatt East: Wacker West (1)
  
  **Contact:** Jane Schmidt-Wilk, Maharishi U of Management, jschmidt@mum.edu
  
  **Actor:** Jane Schmidt-Wilk, Maharishi University of Management; Dennis P. Heaton, Maharishi University of Management

**325. Caucus Table 3 Emotions: The Network for the Study of Emotion in Organizations**
- 6:30-8:30 Hyatt East: Wacker West (1)
  
  **Contact:** Neal M. Ashkanasy, U. of Queensland, N.Ashkanasy@gsm.uq.edu.au
  
  **Actor:** Neal M. Ashkanasy, U. of Queensland; Charmine E. J. Hartel, U. of Queensland

**326. Caucus Table 4 Developing and Teaching On-Line Courses**
- 6:30-8:30 Hyatt East: Wacker West (2)
  
  **Contact:** weberj@cobalt.vic.uh.edu
  
  **Actor:** James E. Weber, U. of Houston, Victoria; Forrest Aven, U. of Houston, Downtown

**327. Caucus Table 5 Change and Development Journeys with Strategic Management Simulations**
- 6:30-8:30 Hyatt East: Wacker West (2)
  
  **Contact:** Steven J. Maranville, U of St. Thomas, maranville@basil.stthom.edu
  
  **Actor:** Steven J. Maranville, U. of St. Thomas

**328. Caucus Table 6 International HR Certification and Competencies**
- 6:30-8:30 Hyatt East: Wacker West (2)
  
  **Contact:** Carolyn Wiley, cwiley2498@aol.com
  
  **Actor:** Carolyn Wiley, CARWIL Management Consulting; Herman Aguinus, U. of Colorado, Denver

**329. Caucus Table 7 Management and Political-Economy**
- 6:30-8:30 Hyatt East: Wacker West (3)
  
  **Contact:** William Kaghan, wkaghan@email.msn.com
  
  **Actor:** Richard S. Mares, U. of Washington; William N. Kaghan, Sakson & Taylor, Inc.; Michael Lounsbury, Cornell U.

**330. Caucus Table 8 Religion in Organizations: In Search of Authenticity?**
- 6:30-8:30 Hyatt East: Wacker West (3)
  
  **Contact:** Scott R. Safranski, safranskisr@slu.edu
  
  **Actor:** Kathy Lund Dean, Saint Louis U.; Scott R. Safranski, St. Louis U.

**331. Caucus Table 9 What Distinguishes Women Non-Executive Directors From Executive Directors?**
- 6:30-8:30 Hyatt East: Wacker West (5)
  
  **Contact:** Zena Burgess, zb Burgess@lucy.cc.swin.edu.au
  
  **Actor:** Zena Burgess, Swinburne U.; Phyllis Tharenou, Monash U.; Caulfield

**332. Caucus Table 10 Employment Practice Liability Insurance: A Window to Strategic Human Resource Management or an Employer Trap?**
- 6:30-8:30 Hyatt East: Wacker West (3)
  
  **Contact:** Stuart A. Youngblood, s.youngblood@tcu.edu
  
  **Actor:** Stuart A. Youngblood, Texas Christian U.

**333. Caucus Table 11 Riding the Wave: Academic Research and Human Resource Information Systems (HRIS)**
- 6:30-8:30 Hyatt East: Wacker West (4)
  
  **Contact:** Kevin D. Carlson, kevinc@vt.edu
  
  **Actor:** Kevin D. Carlson, Virginia Polytechnic Institute and State U.

**334. Caucus Table 12 Social Issues Database Roundtable**
- 6:30-8:30 Hyatt East: Wacker West (4)
  
  **Contact:** Eugene Szewajkowski, genesz@hotmail.com
  
  **Actor:** Eugene Walter Szewajkowski, State U. of New York, Albany

**335. Caucus Table 13 Tempered Radicals, Positive Subversives, Empowered Resisters, and Other Roles of Individuals in Organizational Change**
- 6:30-8:30 Hyatt East: Wacker West (4)
  
  **Contact:** Sandy K. Piderit, kep2@po.cwru.edu
  
  **Actor:** Sandy Kristin Piderit, Case Western Reserve U.; Celia V. Harquail, U. of Virginia

**336. Caucus Table 14 Perspectives On How To Improve the Quality of Organizational Behavior Education**
- 6:30-8:30 Hyatt East: Wacker West (5)
  
  **Contact:** Linda P. Livingstone, Linda_Livingstone@Baylor.Edu
  
  **Actor:** Linda Livingstone, Baylor U.; Kenneth R. Thompson, DePaul U.; Gary Carini, Baylor U.; Nicholas Mathys, DePaul U.; Les Palich, Baylor U.

**337. Caucus Table 15 Change and Development Journeys of Faculty at Smaller Schools**
- 6:30-8:30 Hyatt East: Wacker West (5)
Caucus Table 16 The Question We Dare Not Pose: The Date, Timing and Submission Deadline for Future Academy of Managements

- 6:30-8:30 Hyatt East: Wacker West (5)
- 8:30-10:10 Hyatt East: Wacker West (1)
- 10:30-11:50 Hyatt East: Wacker West (3)
- 8:30-10:10 Hyatt East: Wacker West (4)
- 8:30-10:10 Hyatt East: Wacker West (1)
- 8:30-10:10 Hyatt East: Wacker West (2)
- 8:30-10:10 Hyatt East: Wacker West (5)

Tuesday 8:30 am

Selection and Performance Appraisal

- 8:30-10:10 Hyatt East: Wacker West (1)


GDO: Frame of Reference Training With Multisource Raters: A Field Study, Catherine L. Tyler, Florida Atlantic University; H. John Bernardin, Florida Atlantic University

GDO: Bias, Error, and Favoritism in Performance Ratings: Motivational, Socio-Cultural, and Cognitive Processes, D. Randall Smith, Rutgers U., New Brunswick; Nancy DiTomaso, Rutgers U., Newark/New Brunswick; George F. Farris, Rutgers U., Newark/New Brunswick; Rene Cordero, New Jersey Institute of Technology


HR: Personnel Selection with Incomplete Information: An Extension of the Inference Effect, Kristen Marie Blesing, U. of Western Australia

Facilitator: Keicia M. Thomas, U. of Georgia

The Cutting Edge of Theory

- 8:30-10:10 Hyatt East: Wacker West (2)


OMT: Whither Goa Thou? Seeking Trends in Organization Theory into the New Millenium, Dwight K. Lemke, James Cook U.; Marshall Schminke, U. of Central Florida; Nicole E. Clark, Griffith U., Gold Coast; Pamela Muir, Cairns Region Economic Development Corporation

Published in Conference Proceedings

MH: Clearing a Path Through the Management Fashion Jungle: Some Preliminary Trailblazing, Paula Phillips Carson, U. of Southwestern Louisiana; Patricia A. Lanier, U. of Southwestern Louisiana; Kenny D. Carson, U. of Southwestern Louisiana; Brandi Guidry, U. of Southwestern Louisiana

MH: The Origins of Social Loafing, Robin Cheramie, Louisiana State U.
OMT: Trust, Control, and Learning in Joint Ventures: A Theoretical Framework. Andrew C. Inkpen, Thunderbird; Steven C. Currall, Rice University
Published in Conference Proceedings

**345. Issues of Firm Growth**
- **ENT:** The Effects of Organizational Sampling Frame Selection. Gregory B. Murphy, U. of Nebraska, Omaha
Published in Conference Proceedings
- **ENT:** New Venture Legitimacy: The Influence of Legitimacy Upon the Growth of New Ventures. Monica A. Zimmerman, Temple U.
- **ENT:** Integrating Resources, Knowledge, and Life Cycle Stages to Encourage Successful Growth Transitions for Emerging Firms. J. B. Arbaugh, U. of Wisconsin, Oshkosh; S. Michael Camp, Kauffman Center for Entrepreneurial Leadership; Douglas W. Vorhies, Illinois State U.
- **ENT:** Conceptual and Empirical Challenges in the Study of Firm Growth. Per Davidsonson, Jonkoping International Business School; Johan Wiklund, Jonkoping International Business School
**Fast Company Award for Best High Growth/High Potential Paper**

**346. Entry Mode Choices and Value Chains**
- **IM:** Playing Football in a Soccer Field: Value Chain Structure, Capability Transfer, Co-Specialization and Global Expansion in Mortgage Banking. Michael G. Jacobides, U. of Pennsylvania
- **IM:** International Strategic Fit: A Causal Model of Environmental and Resource Linkages With Foreign Entry Mode and Performance. Howard S. Rasheed, U. of South Florida
- **IM:** Coping With Environmental Uncertainties in Market Entry: A Conceptual Framework. Thang Van Nguyen, U. of Oregon
- **IM:** Foreign Producers: A Neglected Form of Multinational Corporation. Jane F. Craig, U. of New South Wales; Philip W. Yetton, U. of New South Wales; Jeremy G. Davis, U. of New South Wales
- **IM:** Perceived Environmental Uncertainty, Entry Mode Choice, and Satisfaction with MNC Performance. Lance Eliot Brouthers, U. of Texas, San Antonio; Keith D. Brouthers, U. of East London; Steve Werner, U. of Houston
- **IM:** Transaction Cost Theory, Entry Mode Choice, and MNC Performance. Keith D. Brouthers, U. of East London; Lance Eliot Brouthers, U. of Texas, San Antonio; George Nakos, Clayton College and State U.

**347. Strategic Decision Making**
- **10:30-11:50 Hyatt East: Wacker West (4)**

**BPS:** Pluralism in Team Decision Making: How Third-Party Involvement Affects Strategic Decision Outcomes. Cristina B. Gibson, Center for Effective Organizations, USC; Todd Saxton, Indiana U., Indianapolis
**BPS:** Autonomy Versus Strategic Control in Diversified Companies: the Management of Conflicting Strategic Imperatives. Constantinos Markides, London Business School; Wenyi Chu, National Taiwan U.
**BPS:** Business Strategy and Chief Executive Scanning. Bruce A. Walters, Oklahoma City U.; Richard L. Priem, U. of Texas, Arlington
**BPS:** Phony Wars and High School Dances: The Evolving Process of Integration in Mergers Between Professional Services Firms. Laura Empson, U. of Oxford
**BPS:** Elusive Empiricism. David Alan Baucus, Utah State U.

**348. International Issues in Business Education**
- **MED:** The Learning of Senior Managers in Changing Environments: Preliminary Results. Judy H. Matthews, Queensland U. of Technology; Trevor A. Williams, Queensland U. of Technology
**MED:** Student Perceptions of Psychological Contracts in the Business School Classroom: Exploring Differences between the U.S. and Taiwan. Brian P. Niehoff, Kansas State U.; William H. Turnley, Kansas State U.; Chwen Sheu, Kansas State U.; Hsui Ju Rebecca Yen, Yuan-Ze U.
**MED:** The Influence of Anglo-American Management Education on Chinese Business Practice. Aelita Brivins Martinsons, Yen & Martinsons (Hong Kong) Ltd.; Maris G. Martinsons, City U. of Hong Kong; Paul S. Hempel, City U. of Hong Kong
**MED:** Developing Managerial Competence: The Challenge for International Business Education. John E. Beck, Nanyang Technological U., Singapore
**Facilitators:** Carolyn Wiley, CARWIL Management Consulting; Richard O. Abderhalden, U. of Washington, Tacoma; Randi L. Sims, Nova Southeastern U.; Thomas Hawk, Frostburg State U.

**Tuesday 2:00 pm**

**349. Organizational Learning & Change**
- **2:00-3:20 Hyatt East: Wacker West (1)**
**OOC:** Organizational Change - Philosophical Issues from an Autopoietic Lens. Srikanth Goparaju, Texas A&M U., College Station
**OOC:** Transfer of Achieved Identity: Its Importance to Employee Reactions to Organizational Change. Mary S. Logan, U. of Arkansas, Fayetteville; Anne M. O'Leary-Kelly, U. of Arkansas, Fayetteville
**OOC:** TQM and Profit Sharing: A Test of Two Methods of Achieving Change in Employees' Orientation to Continuous Improvement. Jacqueline A-M. Coyle-Shapiro, London School of Economics and Political Science
Interactive Papers and Caucuses

**350. Groups: Composition and Process Issues**
- 2:00-3:20 Hyatt East: Wacker West (2)

**MOC:** The Relationship Between Collective Efficacy and Collective Performance, John William Whiteoak, Griffith U., Gold Coast; Laurence Chalip, Griffith U., Gold Coast

**OB:** Disrupting and Repairing Trust in Problem-Solving Groups, Donald L. Ferrin, U. of Minnesota; Kurt T. Dirks, Simon Fraser U.

**OB:** Confidence at the Group Level of Analysis: A Longitudinal Investigation of the Development and Impact of Potency in Teams, Craig L. Pearce, U. of North Carolina, Charlotte; Cynthia A. Gallagher, None

**GDO:** Demographic Dissimilarity Within Work Groups: Its Effects on Role-Making Process, Role Stress, and Citizenship Behavior of Group Members, Jaepil Choi, Rutgers U.

Facilitator: Kelly Anne Mollica, Wake Forest U.

**351. Organizational Change, Commitment, and Culture in International Firms**
- 2:00-3:20 Hyatt East: Wacker West (3)

**IM:** Strategy Process: Cultures Consequences, Markus Hauser, U. of Pennsylvania; Panish Puranam, U. of Pennsylvania; Robert E. House, U. of Pennsylvania

**IM:** Organizational Change Processes in Global MNCs: A Comparative Case Study, Martyn Wright, Warwick Business School, University of Warwick; Paul Edwards, Warwick Business School, University of Warwick

**IM:** The Impact of Cultural Values on Employee Job Satisfaction and Organizational Commitment in Self-Managing Work Teams, Bradley L. Kirkman, U. of North Carolina, Greensboro

**IM:** The Impact of Personality and Expatriate Adjustment Competencies on Turnover Intent, Chantell E. Nicholls, U. of Western Ontario; Mitchell G. Rothstein, U. of Western Ontario; Andrea Bourne. U. of Western Ontario

**IM:** Organisational Commitment in Malaysia and Australia, Fauziah Noordin, Queensland U. of Technology, Gardens Point; Catherine Zimmer, North Carolina State U.; Trevor A. Williams, Queensland U. of Technology

**IM:** Interlocking Directorates as Corporate Governance in Third World Multinationals: Theory and Evidence from Thailand, Kevin Au, Chinese U. of Hong Kong; Mike W. Peng, Ohio State U., Columbus; Denis Wang, Chinese U. of Hong Kong

**ENT:** A Longitudinal Study of Self-Employment Success During the Early Career Stage, Thomas J. Naughton, Wayne State U.

**CAR:** Career Management in Changing Times: Role of Self-Knowledge, Interpersonal Knowledge and Environmental Knowledge, Uzoamaka P. Anakwe, Pace U.; James C. Hall, Pace U.; Susan M. Schor, Pace U.

Published in Conference Proceedings

**CAR:** Understanding the Meaning, Development and Career Outcomes of Breadth of Vocational Interests: A Proposed Framework and Longitudinal Investigation, C. Douglas Johnson, U. of Georgia; Garnett S. Stokes, U. of Georgia

Winner of Careers Division Applied Paper Award

Published in Conference Proceedings

**CAR:** Professional Employee Retention in Hi-tech Industries: Unfolding Decision Paths in a Free Agency Labor Market, Stanley B. Malos, San Jose State U.

**CAR:** When Medical Managers’ Needs Encounter the Needs of Reduced-Hour Physicians: Two Organizational Subcultures Confront Change, Jennifer K. Hartwell, Boston College; Rosalind C. Barnett, Brandeis U.; Stephen P. Borgatti, Boston College; Lena Lundgren, Boston U.

Published in Conference Proceedings

**353. Current Trends in Communication Research and Information Systems**
- 2:00-3:20 Hyatt East: Wacker West (5)

**OCIS:** Communication Research Integration and Categorization Frameworks, John H. Lundin, U. of North Carolina, Greensboro; Lawrence L. Schkade, U. of Texas, Arlington

**OCIS:** Content Factors Influencing Accuracy of Authorship Attributions for Anonymous, Mediated Brainstorming Comments, Stephen C. Hayne, Arizona State U., West; Ronald E. Rice, Rutgers U.; New Brunswick; Carol E. Pollard, U. of Colorado, Boulder

Published in Conference Proceedings

**OCIS:** A Synchronous Innovation Perspective of Software Reusability, Thiagarajan Ravichandran, Rensselaer Polytechnic Institute

**OCIS:** The Impact of Business Process Reengineering on Organizational Controls in an IT-enabled Environment, Siew Kien Sia, Nanyang Technological U.; Boon Siong Neo, Nanyang Technological U.; Soon Ang, Nanyang Technological U.

Facilitators: Julie Rennecker, Massachusetts Institute of Technology; Michael B. O’Leary, Massachusetts Institute of Technology; Wendy Lynne Guild, Massachusetts Institute of Technology

Published in Conference Proceedings

**354. Issues in Operations Management**
- 3:40-5:00 Hyatt East: Wacker West (1)

**OM:** New Product Development, Product Platforms, and Appropriate Metrics, Anil Khurana, Boston U.; Patricia Vidal, Boston U.

**OM:** Benchmarking Staffing Practices in a Multi-Site Service Environment, Paul Gemmel, U. of Ghent; Steven Desmet, U. of Ghent; Bart Van Looy, K.U. Leuven

Published in Conference Proceedings
355. Organizational Learning from Successes and Failures
- 3:40-5:00 Hyatt East: Wacker West (2)

OB: Failing Forward: The Role of Constructive Responses to Failure in Organizational Effectiveness, Amy C. Edmondson, Harvard U.; Dorothy Leonard, Harvard U.; Mark D. Cannon, Vanderbilt U.


OB: Improvisational Jazz and America’s Fifth Mission to the Moon, Claus Rerup, Stanford U.


356. Affective Reactions in Organizations
- 3:40-5:00 Hyatt East: Wacker West (3)


HR: Employee Satisfaction With the Performance Appraisal and the Appraiser: The Role of Perceived Appraisal Use, Wendy R. Boswell, Cornell U.; John W. Boudreau, Cornell U.

HR: A Model of Perceptions of Contingent Workers, Anne C. Bourhis, U. Laval


357. Issues for Public and Nonprofit Management
- 3:40-5:00 Hyatt East: Wacker West (4)


PNS: The Role of the Nonprofit Sector in Hong Kong’s Development, Wai-Fung Lam, U. of Hong Kong; James L. Perry, Indiana U., Bloomington

PNS: Privatizing the Management: A Choice for the Pension System in China, Jason Z. Yin, Seton Hall U.

PNS: The Effect of Change on Teachers’ Skill Flexibility Within the Framework of a Multi-Country Study, Zehava Rosenblatt, U. of Haifa; Lya Kremer-Hayon, U. of Haifa


358. Environmental Initiatives and Innovations
- 3:40-5:00 Hyatt East: Wacker West (5)

ONE: The Determinants of Environmental Proactiivity and the Factors that Distinguish Environmental Leaders from Laggards in the Retail Food Industry, Brian Spielmann, U. of Minnesota; Alfred A. Marcus, U. of Minnesota

ONE: Anchoring Innovation in the Corporate Environmental Culture: Breaking from the Rigid History of Corporate Environmentalism, Kevin A. Fletcher, Rensselaer Polytechnic Institute

ONE: The Adoption of Green’ Organizational Practices: Signals, Symbols and Environmental Reputation, Kimberly Michelle Ellis, Florida State U.

ONE: Regulation, Business, and Sustainable Development: The Antecedents of Environmentally Conscious Technological Innovation, Mark Meo, U. of Oklahoma; Rex T. Ellington, U. of Oklahoma


SIM: Does the Environmental Movement Matter? An Examination of the Relationship Between the Contemporary Environmental Movement and Organization Change, Julienne Bergh, Pennsylvania State U.

Wednesday 8:30 am

359. Institution and Industry Contexts
- 8:30-10:20 Hyatt East: Wacker West (1)

BPS: Corporate Strategy and Litigation, John M. de Figueiredo, MIT Sloan School of Management


BPS: Idea Generation in Strategic Renewal, Bill Wooldridge, U. of Massachusetts, Amherst; Steven W. Floyd, U. of Connecticut

Published in Conference Proceedings

BPS: Science and Technology Platforms: Breaking Path Dependencies to Respond to Hypercompetition in Manufacturing Industries, Peter J. Lane, Arizona State U.; Marianna Makri, Arizona State U.


360. Personality and Dispositional Effects in Organizations
- 8:30-10:20 Hyatt East: Wacker West (2)

OB: On the Consequences of Neglecting to Include Both Dimensions of Affectivity in Research, Vilmos F. Misangyi, U. of Florida; Amir Erez, U. of Florida

OB: The Mediating Role of Task Cognition and Strategies in the Relationship Between the Big Five Personality Dimensions and Achievement, Mark A. Mone, U. of Connecticut
**Interactive Papers and Caucuses**

**361. Investment, Trade, and the Transfer of Knowledge**
- **Facilitators:** Aaron J. Nurick, Bentley College
- **8:30-10:20 Hyatt East: Wacker West (3)**
- **IM:** Changes in the Specialization of Canada's Exports to the US Under Free Trade, Thomas James Wesson, York U.
- **IM:** Cross-Border Knowledge Transfer in Multinational Corporations, Leyland Lucas, Rutgers U., Newark
- **IM:** Managers’ Views of Political Risks: An Empirical Exploration of Miller’s Conceptualization, Michele A. Govekar, Ohio Northern U.; Paul L. Govekar, Nova Southeastern U.
- **IM:** International Business in the "Double Triad": National Institutions and International Markets, Chong Ju Choi, Cambridge U.; Tarek Eldomiaty, City U. Business School; Soo Hee Lee, U. of London; Oh Donghoon, Cambridge U.

**362. Organizational Commitment and Turnover**
- **Facilitators:** Stacy Blake-Beard, Harvard U.; Kate Walsh, Boston College
- **8:30-10:20 Hyatt East: Wacker West (4)**
- **GDO:** Gender as a Moderator of the Relationship Between Psychological Climate Perceptions and Employee Dedication: A Look at Organizational Commitment and Turnover Intentions, Mark N. Bing, U. of Tennessee, Knoxville; Susan M. Burroughs, U. of Tennessee, Knoxville; Michael C. Helford, Roosevelt University
- **GDO:** The Impact of Demographic Diversity and Perceived Similarity on Mentoring Outcomes: The Moderating Effect of Time, Daniel B. Turban, U. of Missouri, Columbia; Thomas W. Dougherty, U. of Missouri, Columbia; Felissa K. Lee, U. of Missouri, Columbia
- **GDO:** Global and Facet Variables as Predictors of Intention to Quit for Managerial and Non-Managerial Men and Women, Donald J. Campbell, National U. of Singapore; Kathleen M. Campbell, National U. of Singapore
- **GDO:** 'Playing the Race Card': Effect of Race on Affective Commitment and Intent to Turnover of University Faculty, Janice Witt Smith, North Carolina A&T State U.

**363. Improving Learning/Teaching Effectiveness**
- **8:30-10:20 Hyatt East: Wacker West (5)**
- **MED:** Enhancing Student Motivation Through Enriched Learning Environments: An Empirical Study, Ralph W. Adler, U. of Otago; Markus J. Milne, U. of Otago; Ralph Stablein, U. of Otago
- **MED:** Structuring Assignments to Enhance the Value of Site Visits in Management Education, André M. Everett, U. of Otago
- **Wednesday 10:40 am**
- **ENT:** Organization Roles and Transitions to Entrepreneurship, Stanislav Dobrev, Tulane U.; William P. Barnett, Stanford U.
- **ENT:** A Multi-Level Model of Entrepreneurial Cognition, Daniel P. Forbes, New York U.
- **ENT:** Proposing a Paradigm for Entrepreneurship Using Information and Knowledge Theory, Page G. West, III, Wake Forest U.

**Wednesday 10:40 am**

**364. Cognitive Issues in Entrepreneurship**
- **10:40-12:00 Hyatt East: Wacker West (1)**
- **ENT:** Organizational Roles and Transitions to Entrepreneurship, Stanislav Dobrev, Tulane U.; William P. Barnett, Stanford U.
- **ENT:** A Multi-Level Model of Entrepreneurial Cognition, Daniel P. Forbes, New York U.
- **ENT:** Proposing a Paradigm for Entrepreneurship Using Information and Knowledge Theory, Page G. West, III, Wake Forest U.

**Winner of Entrepreneurship Theory and Practice Best Conceptual Paper Award**

- **GDO:** Examining Female Entrepreneurs' Organizational Role Definition: An Application of a "Relational" Frame, Holly Buttner, U. of North Carolina, Greensboro
- **ENT:** The Curvilinear Effect of Start-up Experience on VCs' Assessment of Success, Andrew L. Zacharakis, Babson College; Dean A. Shepherd, Rensselaer Polytechnic Institute
- **ENT:** Risk Taking Propensity as a Distinctive Entrepreneurial Characteristic: A Meta-Analytic Review, Wayne H. Stewart, Clemson U.; Philip L. Roth, Clemson U.
- **Facilitator:** Kathleen Powers, Willamette U.
Interactive Papers and Caucuses

OB: I Am Outta Here: Organizational Politics vs. Personality Predicting Turnover, Lawrence Alan Witt, U. of New Orleans

OB: Performance Improvement Efforts in Response to Negative Feedback: The Roles of Source Power and Recipient Self-Esteem, Donald B. Fedor, Georgia Institute of Technology; Walter D. Davis, Georgia Institute of Technology; John M. Maslyn, Vanderbilt U.; Kieran Mathieson, Oakland U.

PNS: Employees’ Reactions to Organizational Politics in the Public Sector: Confronting a Quiet Enemy?, Eran A. Vigoda, U. of Haifa

CM: The Effect of Employees’ Influence Tactics on Perceptions of Organizational Politics: A Longitudinal Study, Eran A. Vigoda, U. of Haifa; Aaron Cohen, U. of Haifa

366. Theory Driven Health Services Research

- 10:40-12:00 Hyatt East: Wacker West (3)


HCA: Does Strategic Orientation Predict Medical Group Performance?, Myron D. Fottler, U. of Alabama, Birmingham; Donna J. Slovensky, U. of Alabama, Birmingham; John D. Blair, Texas Tech U.

HCA: Mind the Gap? Rethinking the Generation and Implementation of Health Care Research, Martin Wood, U. of Warwick

367. Managerial Knowledge

- 10:40-12:00 Hyatt East: Wacker West (4)

MOC: Self-Transcending Knowledge: Organizing Around Emerging Realities, Claus Otto Scharmer, Massachusetts Institute of Technology

MOC: The Strength of Redundant Ties: Overcoming Barriers to Information Transfer Across Networks, Marc H. Anderson, U. of Minnesota

MOC: Where Institutions Collide: An International Congregate Identity Map of Middle Managers Attitudes Towards Technology and Innovation, Pedro David Perez, Cornell U.

MOC: "If the Technology's in My Head, What's Going on in There?" Identifying Cognitive Frames Essential to Sensemaking Practices in Data Base-Centered Work, David W. De Long, Boston U.

OMT: Network Interaction at the Top: The Emergence of Top Management Team Beliefs, Kathleen M. Sutcliffe, U. of Michigan; Markus Vodosek, U. of Michigan; John Stuart Bunderson, Washington U.

Facilitator: Amy L. Pablo, U. of Calgary

368. Using Groups Effectively

- 10:40-12:00 Hyatt East: Wacker West (5)

MED: The Impact of Small-Group Discussion on Critical Thinking Skills, Donna K. Cooke, Florida Atlantic University; Catherine L. Tyler, Florida Atlantic University

MED: The Collective Efficacy of Business Students: The Role of Individual Factors & Group Processes, Christina Sue-Chan, U. of Western Australia; Leisa D. Sargent, Queensland U. of Technology

MED: Outdoor Training: Teamwork Attitudinal Impact in Asia, H. Alvin Ng, Wellington Polytechnic; Simon Priest, Experientia International Consultants

Facilitators: Dilip Mirchandani, Rowan U.; Clarence Anderson, Walla Walla College; Dewey E. Johnson, California State U., Fresno; Razelle Frankl, Rowan U.
Illinois, Urbana-Champaign; Brian S. Silverman, Harvard U.

Saturday 3:00 pm

375. BPS New Faculty Consortium

- 8:00-12:00 Hyatt East: Columbus H
  Preregister with Margaret Peteraf (612) 626-7559 or mpeteral@csom.umn.edu
  Organizers: Margaret A. Peteraf, U. of Minnesota; S. Akbar Zaheer, U. of Minnesota
  Panel: Allan Afuah, U. of Michigan; Karel Cool, INSEAD; Curtis M. Grimm, U. of Maryland; Dawn Harris, Loyola U., Chicago; Michael Lawless, Duke U.; Joseph Mahoney, U. of Illinois; Rina Gunther McGrath, Columbia U.; Vincenzo Perrone, Bocconi U.; Lacy Glenn Thomas, III, Emory U.; Margarethe F. Wiersema, U. of California, Irvine

Sunday 9:00 am

376. BPS Workshop Consortium: Managing Your Dissertation

- 9:00-12:00 Hyatt West: Field
  Preregister with Anne Ranft at (304) 594-3072 or aranft@wvu.edu
  Organizer: Annette L. Ranft, West Virginia U.
### 377. BPS Discussion Learning: Using the Case Method in Your Classroom
- 9:00-12:00 Hyatt West: McCormick
  * Organizer: Jay Dial, Case Western Reserve U.
  * Panel: Brian Golden, U. of Western Ontario; Myra Hart, Harvard U.; Neil Jones, U. of Western Ontario

#### Monday 8:00 am

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<tr>
<th>Paper: Knowledge, Innovation, and Learning</th>
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<tr>
<td>Chair: Kazuhiro Asakawa, Keio Business School</td>
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<td>The Role of Emergent Initiatives in Strategic Renewal, Steven W. Floyd, U. of Connecticut</td>
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<td>Ephemeral Resources and Firm Knowledge Stocks: The Case of the Contingent Workforce, Sharon F. Matusik, Rice U.</td>
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<td>The Antecedents and Consequences of Innovation Search: A Longitudinal Study, Gautam Ahuja, U. of Texas, Austin</td>
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<td>Knowledge Creation Through Organizational Routines, Ann McFadyen, Texas A&amp;M U.; Albert A. Cannella, Jr., Texas A&amp;M U.</td>
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<td>Inventor Productivity as a Function of knowledge Renewal, Ann McFadyen, Texas A&amp;M U.; Albert A. Cannella, Jr., Texas A&amp;M U.</td>
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#### Monday 8:30 am

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<td>Managerial Discretion and Performance Variability: The Implications of Heteroskedasticity, Vilmos F. Misangyi, U. of Florida; Heather Elms, U. of Florida</td>
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<td>Perils of Failure, Perils of Success or ...? The Role of the Strategist's Personal Issues in Strategic Persistence, Veronika Kifalvi, Ecole des Hautes Etudes Commerciales, Montreal</td>
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<td>The Influence of Executive Organizational Tenure on the Retention and Divestment of Acquired Companies, Donald Duane Bergh, Pennsylvania State U.</td>
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<td>Executive Commitment to the Status Quo: Some Additional Tests, Patrick Thomas Gibbons, U. College Dublin; Mike O'Brien, Kaiser Associates International</td>
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<td>The Other Side Of The Coin: Principal Opportunism In Agency Relationships, Jay Dial, Case Western Reserve U.; Asghar Zardkoohi, Texas A&amp;M U.</td>
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<td>Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Kimberly Michelle Ellis, Florida State U.; Bruce T. Lamont, Florida State U.; V. Sambamurthy, U. of Maryland</td>
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### 378. Welcome
- 8:00-8:30 Hyatt West: Regency Ball A(S)

#### Monday 8:00 am

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<td>Strategic Renewal: Four Dynamic Mechanisms for Responding to Environmental Change, Charles Baden-Fuller, City U. Business School; Henk Volberda, Erasmus U., Rotterdam</td>
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<td>An Empirical Test of Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischnevsky, Rutgers U.</td>
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### 379. Paper: Executive Compensation
- 10:40-12:00 Hyatt West: Acapulco
  * Chair: Jean B. McGuire, Concordia U., Montreal
  * The Other Side Of The Coin: Principal Opportunism In Agency Relationships, Jay Dial, Case Western Reserve U.; Asghar Zardkoohi, Texas A&M U.
  * Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Kimberly Michelle Ellis, Florida State U.; Bruce T. Lamont, Florida State U.; V. Sambamurthy, U. of Maryland

### 380. Paper: Critical Issues in Executive Leadership
- 8:30-10:20 Hyatt West: Acapulco
  * Chair: Kathryn Jones, Alcorn State U.
  * Perils of Failure, Perils of Success or ...? The Role of the Strategist's Personal Issues in Strategic Persistence, Veronika Kifalvi, Ecole des Hautes Etudes Commerciales, Montreal
  * The Influence of Executive Organizational Tenure on the Retention and Divestment of Acquired Companies, Donald Duane Bergh, Pennsylvania State U.
  * Executive Commitment to the Status Quo: Some Additional Tests, Patrick Thomas Gibbons, U. College Dublin; Mike O'Brien, Kaiser Associates International

### 381. Paper: Change and Transformation
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  * Chair: Janice A. Black, New Mexico State U.
  * Strategic Renewal: Four Dynamic Mechanisms for Responding to Environmental Change, Charles Baden-Fuller, City U. Business School; Henk Volberda, Erasmus U., Rotterdam
  * An Empirical Test of Revolutionary Organizational Transformation in the Banking Industry, J. Daniel Wischnevsky, Rutgers U.

### 382. Paper: Executive Compensation
- 10:40-12:00 Hyatt West: Acapulco
  * Chair: Jean B. McGuire, Concordia U., Montreal
  * The Other Side Of The Coin: Principal Opportunism In Agency Relationships, Jay Dial, Case Western Reserve U.; Asghar Zardkoohi, Texas A&M U.
  * Environmental, Structural and Strategic Complexity as Determinants of CEO Compensation in Multinational Corporations, Kimberly Michelle Ellis, Florida State U.; Bruce T. Lamont, Florida State U.; V. Sambamurthy, U. of Maryland

### 383. Paper: Real Option Theory and Risk Management
- 10:40-12:00 Hyatt West: Toronto
  * Chair: Yasemin Y. Kor, U. of Illinois, Urbana-Champaign
  * The Impact of Product and International Diversification Strategy on the Corporate Performance: Spanish Case, María Luisa Ramírez-Alesón, U. of Zaragoza/Temple University; Manuel Antonio Espitia-Escuer, U. de Zaragoza
  * Option Potential and the Innovator's Dilemma: Resource Commitment to Uncertain New Projects, Rita Gunther McGrath, Columbia U.; Paola Dubini, Bocconi U., Milan
  * Entry Timing and Option Value, Kent D. Miller, New York U.; Timothy B. Folta, Purdue U., West Lafayette
  * Facing the Uncertain Environment from Technological Discontinuities: Hedging as a Technology Choice Strategy, Donald E. Hatfield, Virginia Polytechnic Institute and State U.; Linda F. Tegarden, Virginia Polytechnic Institute and State U.; Ann E. Echols, Virginia Polytechnic Institute and State U.

### 384. Paper: Global Competitive Dynamics
- 10:40-12:00 Hyatt West: Regency Ball A(S)
  * Chair: William Acar, Kent State U.

Global Competitive Dynamics, Javier Gimeno, Texas A&M U.; David Loree, Texas A&M U.; Brent D. Beal, Texas A&M U.

What Determines the Number of Competitors?, Marvin B. Lieberman, U. of California, Los Angeles


Discussant: Ken G. Smith, U. of Maryland

Monday 12:20 pm

385. Paper: Social Capital

- 12:20-2:10 Hyatt West: Acapulco

Chair: Jay J. Janney, U. of Kentucky

Social Capital, Strategic Relatedness and the Formation of Intra-Organizational Linkages, Wenpin Tsai, Pennsylvania State U.


Social Capital and Productive Exchange: Is Network Structure All We Need to Consider?, Peter Moran, London Business School; Charles Galunic, INSEAD

The Ties That Bind: Status-Based Constraints on Strategic Actions in the U.S. Investment Banking Industry, Stan X. Li, U. of Toronto; Whitney Blair Berta, U. of Toronto


Discussant: Jay B. Barney, Ohio State U.

386. Paper: Revisiting TMT Research

- 12:20-2:10 Hyatt West: Toronto

Chair: Rakesh B. Sambharya, Rutgers U., Camden

Revisiting the Effects of Strategic Leadership on Corporate Strategy: The Unit of Analysis Dilemma, Edward J. Zajac, Northwestern U.; Michael Jensen, Northwestern U.


Published in Conference Proceedings

Predicting Order and Timing of New Product Moves: The Role of Top Management, Abhishek Srivastava, U. of Maryland; Hun Lee, George Mason U.; Ken G. Smith, U. of Maryland; Curtis M. Grimm, U. of Maryland

The Effects of Past Performance on Top Management Team Conflict in Strategic Decision Making, Allen C. Amason, U. of Georgia; Ann C. Mooney, U. of Georgia

The Role of Top Management Team Heterogeneity on Organizational Survival and Adaptation in an Environmental Shift, Theresa S. Cho, Rutgers U.

Discussant: David L. Kang, Harvard U.

387. Theme: Challenges for Global Enterprise in the 21st Century

Monday 2:30 pm

388. Paper: Cognition in Strategy

- 2:30-3:50 Hyatt West: Acapulco

Chair: Adelaide Wilcox King, U. of Virginia

Positive Mindsets and Exaggerated Beliefs: Interpretive Frames as Key Determinants of Firm Performance, Klaus Weber, U. of Michigan; Kathleen M. Sutcliffe, U. of Michigan

The Effects of Increased Managerial Discretion on the Top Executive Cognition: The Implications for Strategic Change, Theresa S. Cho, Rutgers U.

Top Managers' Efficacy Beliefs and Organizational Outcomes: An Application of Social Cognitive Theory, Seokhwa Yun, U. of Maryland

Psychological Team Composition and Strategy Making: Team Level Locus of Control in Relation to Planning Quality and Action Consistency, Christophe Boone, Maastricht U.; Woody van Olffen

Discussant: Rebecca A. Luce, Michigan State U.

389. Paper: Do Competences and Resources Matter?

- 2:30-3:50 Hyatt West: Toronto

Chair: Sandra Sieber, IESE, U. of Navarra, Barcelona

Competitive Advantage from Technological Knowledge: A Resource-based Investigation of Factors that Influence Persistence, Susan K. McEvily, U. of Pittsburgh

Matching Competitive Strategy and Resources: The Case of the Motor Carrier Industry, Kenneth Zantow, Oklahoma State U.; Parshotam Dass, U. of Arkansas


A Competence-Based New Product Typology, Erwin Danneels, Emory U.

Discussant: Bertrand Vital Quelin, HEC, Paris

390. Paper: Strategic Networks and Information Flows

- 2:30-3:50 Hyatt West: Regency Ball A(S)

Chair: Nicholas S. Argyres, U. of Southern California

Strategic Domains and Network Building: Using Flag Concepts to Configure Value Creation Systems, Rafael Ramirez, École des Hautes Etudes Commerciales; Flavio C. Vasconcelos, Center for Entrepreneurial Leadership

Spillovers and the Advent of the Network Economy, Brian McGrath, U. College Dublin; Rita Gunther McGrath, Columbia U.


Don't Go It Alone: Alliance Networks and Startups' Performance in Canadian Biotechnology, Joel A. S. Argyres, U. of Southern California

The System of Business Enterprises as a Complex Dynamic Network of Resources and Competencies, Giovanni Battista Dagino, London Business School

Published in Conference Proceedings

Discussant: Hugh M. O'Neill, U. of North Carolina, Chapel Hill
Monday 4:10 pm

391. Paper: **Technological Innovation and Uncertainty**
- 4:10-5:30 Hyatt West: Acapulco

Chair: Raphael Amit, U. of British Columbia


Published in Conference Proceedings


Published in Conference Proceedings

Betting on Technological Innovation: Towards a Competence-Based View of First Mover Advantage. Joseph Lampel, U. of Nottingham; Jamal Shamsie, U. of California, Los Angeles

Discussant: Aya S. Chacar, London Business School

392. Paper: **Competition Versus Cooperation**
- 4:10-5:30 Hyatt West: Toronto

Chair: Paul N. Friga, U. of North Carolina, Chapel Hill

Co-competition: An Experimental Investigation. Darryl A. Seale, Kent State U.; James A. Sundali, U. of Nevada, Reno

Strategic Colonialism in Unfamiliar Cultures: Overcoming Extreme Forms of Causal Ambiguity Internationally. Elaine Mosakowski, Purdue U.


Discussant: John E. Prescott, U. of Pittsburgh

393. Paper: **Strategy in Emerging Markets**
- 4:10-5:30 Hyatt West: Regency Ball A(S)

Chair: S. Akbar Ziaheer, U. of Minnesota
The Co-Evolution of Resources and Scope. Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology
Reorganizing Economic Activity in China: A Technological System Perspective. Steven White, Hong Kong U. of Science and Technology

Organizational Slack as a Source of Competitive Advantage: A Multimethod Test in an Emerging Economy. Justin Tan, California State U., San Marcos


Published in Conference Proceedings

Discussant: Trevor A. Williams, Queensland U. of Technology

Tuesday 8:30 am

394. Paper: **CEOs, Status Quo, and Performance**
- 8:30-10:10 Hyatt West: Acapulco

Chair: Sylvia Sloan Black, U. of North Carolina, Chapel Hill

The Impact of Change Catalysts on Organizational Restructuring. Victor B. Wayhan, U. of Houston

Temporal Dynamics of CEO Tenures. Donald C. Hambrick, Columbia U.; Andrew D. Henderson, Columbia U.; Miller Danny, Columbia U.


Published in Conference Proceedings

CEO Commitment to the Status Quo: Replication and Explanation and Extension Using Content Analysis. Paul W. Patterson, U. of Wisconsin, Milwaukee; Vincent L. Barker, U. of Wisconsin, Milwaukee

Discussant: Richard L. Priem, U. of Texas, Arlington

395. Paper: **Different Perspectives on Managing Scale**
- 8:30-10:10 Hyatt West: Toronto

Chair: Douglas D. Mose, U. of Missouri, Columbia

Jeopardizing Strategic Assets: Examining the Impact of Downsizing Through the Resource-Based View. Patricia M. Norman, Baylor U.; Annette L. Ranft, West Virginia U.


Published in Conference Proceedings


The Disaggregation of the Firm: An Empirical Test of the Impact of Technological Change and Globalization on Organizational Form. Melissa A. Schilling, Boston U.; Cassandra Vasco, Boston U.; Wilvy F. Sy, Boston U.

Determinants of Firm Turnaround: A Longitudinal Study of Decline Situation and Organizational Characteristics. John D. Francis, Mississippi College; Ashay B. Desai, U. of Wisconsin, Oshkosh; Timothy L. Pett, Wichita State U.

Discussant: Jaideep Anand, U. of Michigan

396. Paper: **Knowledge Sharing and Alliance**
- 8:30-10:10 Hyatt West: Regency Ball A(S)

Chair: Sally W. Fowler, U. of Victoria

Redundant Governance Structures: An Analysis of Structural and Relational Embeddedness. Timothy J. Rowley, U. of Toronto; Dean Behrens, U. of Toronto

Creating and Managing a High Performance Knowledge-Sharing Network: The Toyota Case. Kentaro Nobeoka, Kobe


Published in Conference Proceedings

Firms' Knowledge-Sharing Strategies in Emerging High Technology Industries. Jennifer W. Spencer, U. of Houston

Published in Conference Proceedings
Tuesday 10:30 am

397. Symposium: Organizing/Strategizing
• 10:30-11:50 Hyatt West: Acapulco
  Chair: Andrew Pettigrew, U. of Warwick
  Change Journeys: Processes, Sequencing and Complementarities, Frans A. J. van den Bosch, Erasmus U., Rotterdam
  Internationalisation Strategies and Modes of Organising, Carlos Sanchez-Runde, IESE, U. of Navarra, Barcelona
  Organizing is Strategizing, Leif Melin, Jonkoping U.
  Discussant: C. R. Hinings, U. of Alberta

398. Paper: Alliances and Joint Ventures
• 10:30-11:50 Hyatt West: Toronto
  Chair: Paul W. Patterson, U. of Wisconsin, Milwaukee
  Risk Attitude Differences, Factions, and Influence Behavior Within, Robert J. Pearce, State U. of West Georgia
  Re-Examining the Diversity -Decision Quality Link: The Role of Member Interactions, Devaki Rau, U. of Minnesota
  Bounded Momentum and Strategic Alliances, Namgyoo K. Park, New York U.
  Discussant: Joanne Oxley, U. of Michigan

399. Symposium: Performance of Multi-business and Multinational Firms: Why Does Theory Converge but Results Diverge?
• 10:30-11:50 Hyatt West: Regency Ball A(S)
  Chair: Jaideep Anand, U. of Michigan
  When and Why are Cross-border Acquisitions Profitable? An Empirical Analysis of the Sources of Value Creation in Foreign Acquisitions of US Firms, Anju Seth, U. of Illinois, Urbana-Champaign
  Diversification and the Role of Center in Multi-business Firms, Costas Markides, London Business School
  The Internal Governance of Multi-Business vs Multinational Scope, Anil Gupta, U. of Maryland
  Discussant: Will Mitchell, U. of Michigan

Tuesday 2:00 pm

400. Paper: Corporate Diversification and Implementation
• 2:00-3:20 Hyatt West: Acapulco
  Chair: Vincent L. Barker, U. of Wisconsin, Milwaukee
  Corporate-Divisional Relations and Divisional Performance in Strategy Implementation, Wenyi Chu, National Taiwan U.; Cheng-Min Chuang, National Taiwan U.
  Technological vs. Product Market Diversification: Economies of Scope for Innovation, Michael B. Heeley, Georgia Institute of Technology; Sharon F. Matusik, Rice U.; Gary S. Hansen, U. of Washington
  Discussant: Michael H. Lubatkin, U. of Connecticut

401. Paper: Institution and Culture in the Global Context
• 2:00-3:20 Hyatt West: Toronto
  Chair: Andrew D. Henderson, Columbia U.
  Which Institutional Environment for Organizational Change?
  Perception of Barriers to Innovation and R&D Cooperation in Europe, Magali A. Delmas, U. of California, Santa Barbara

402. Paper: Competitive Advantage Revisited
• 2:00-3:20 Hyatt West: Regency Ball A(S)
  Chair: Hao Ma, Bryant College
  Arriving at a Strategic Theory of the Firm, Steven E. Phelan, U. of Texas, Dallas; Peter Lewin, U. of Texas, Dallas
  How Does Industry Context Influence Firm Performance?
  Resources vs. Rivalry, Susan K. McEvily, U. of Pittsburgh; Raja Roy, U. of Pittsburgh
  Beyond Equilibrium: Towards a Process Theory of Competitive Advantage, Volker Mahnke, Copenhagen Business School; Nicolai Foss, Copenhagen Business School
  Are Baseball Free Agents a Source of Competitive Advantage?, Laura Poppo, Virginia Polytechnic Institute and State U.; Keith Weigelt, U. of Pennsylvania
  The Role of Non-Core Resources in Competitive Advantage, Jonathan T. Eckhardt, U. of Maryland; Ken G. Smith, U. of Maryland
  Discussant: David J. Collis, Harvard U.

Tuesday 3:40 pm

403. Paper: Strategic Groups and Entry Barriers, Revisited
• 3:40-5:00 Hyatt West: Acpulco
  Chair: Jan W. Rivkin, Harvard U.
  The Performance Implications of Core, Secondary, and Solo Firms in Cognitive Strategic Groups, Gerry McNamara, Michigan State U.; David L. Deephouse, Louisiana State U.
  Customer Erected Barriers to Entry: A New View of the Changing Landscape, Page G. West, III, Wake Forest U.
  An Evolutionary Perspective on Strategic Group Emergence: A Genetic Algorithm-Based Model, Jeho Lee, Korea
Advanced Institute of Science and Technology; Kyungmook Lee, Seoul National U.; Sangkyu Rho, Seoul National U.

Does Group Membership Influence Firm Behavior?, Anil Nair, Old Dominion U.; Suresh Kotha, U. of Washington

Discussant: Gregory Young, North Carolina State U.

Paper: High-tech and R&D Alliances

- 3:40-5:00 Hyatt West: Toronto
- Chair: Paul E. Bierly, James Madison U.
- Post-Formation Dynamics in High-Tech Alliances, Maurizio Zollo, INSEAD; Jeffrey J. Reuer, INSEAD; Harbir Singh, U. of Pennsylvania
- R&D Alliances: The Role of Governance in Realizing Innovative Potential, Rachelle Sampson, U. of Michigan
- Valuing Biopharmaceutical Alliances, Daniel Rodriguez, Emory U.

Protecting Knowledge and Capabilities in Strategic Alliances: Resource and Relational Characteristics, Patricia M. Norman, Baylor U.

Discussant: Michael J. Leiblein, Ohio State U., Columbus

Richard D. Irwin Outstanding Educator Award

- 3:40-5:00 Hyatt West: Regency Ball A(S)

Tuesday 5:30 pm

Meeting: Business Meeting and Awards Ceremony

- 5:30-6:30 Hyatt West: Regency Ball A(S)

Tuesday 6:30 pm

Social

- 6:30-7:30 Hyatt West: Regency Ball A(S)

Wednesday 8:30 am

Paper: Organizational Learning, Planning and Change

- 8:30-10:20 Hyatt West: Acapulco
- Chair: Alvaro Cuervo-Cazurra, Massachusetts Institute of Technology

Published in Conference Proceedings

The Interaction of Strategic Planning and Organizational Learning and its Impact on Performance, Luis G. Flores, Northern Illinois U.; Ralph F. Catalanetto, Northern Illinois U.; Narsingh N. Saxena, Northern Illinois U.

Implementing Strategic Change: The Use of Strategic Projects, Richard A. Kernochan, Aslan Ltd.

Market Evaluation of Strategic Planning Processes Within Organizations: The Stock Market’s Verdict to the Planning Debate, Ashay B. Desai, U. of Wisconsin, Oshkosh; Barry J. Gilmore, U. of Memphis

Discussant: Gabriel Szulanski, U. of Pennsylvania

Paper: Intangible Resources and Capabilities

- 8:30-10:20 Hyatt West: Toronto
- Chair: Russell W. Coff, Washington U.

Building Corporate Reputation on the Internet: The Case of Amazon.com, Violina P. Rindova, U. of Washington; Suresh Kotha, U. of Washington

Managing an Organizational Learning System by Aligning Stocks and Flows of Knowledge: An Empirical Examination of Intellectual Capital, Knowledge Management, and Business Performance, Nick Bontis, McMaster U.

Published in Conference Proceedings

How Intangible Capabilities Provide Competitive Pricing Advantage, Daniel H. Simon, U. of Maryland

Intangible Resources and the Sustainability of Competitive Advantage, Belen Villalonga, U. of California, Los Angeles

Discussant: Bente R. Lowendahl, Norwegian School of Management

Paper: Managing Global Networks

- 8:30-10:20 Hyatt West: Regency Ball A(S)
- Chair: Julian Birkinshaw, London Business School

The Business Federation Form in Strategy Consulting Firms in Europe: Basic Dimensions and Their Effect on Performance, Joaquim Vilà, IESE, U. of Navarra, Barcelona; Carsten M. Syvertsen, IESE, U. of Navarra, Barcelona

An Effective Global Integration of Distinctive Competences: A Study on Multinational Businesses in Global Industries, Kwangsoo Kim, City U. of Hong Kong; Jong-Hun Park, City U. of Hong Kong

Published in Conference Proceedings

Balancing Standardization and Adaptation of Global Products: The Influence of Leveraging Knowledge Across Borders, Mohan Subramaniam, U. of Connecticut


Discussant: Phillip H Phan, National U. of Singapore

Wednesday 10:40 am

Symposium: Universities as a Source of New Technology

- 10:40-12:00 Hyatt West: Acapulco

Prior Knowledge and the Discovery of Entrepreneurial Opportunities, Scott Shane, Massachusetts Institute of Technology


The Geographic Reach of Market and Non-Market Channels of Technology Transfer: Evidence from the University of California and Stanford University, Arvids A. Ziedonis, U. of California, Berkeley; David C. Mowery, U. of California, Berkeley
Discussants: Rebecca Henderson, Massachusetts Institute of Technology; Shane M. Greenstein, Northwestern U.

412. Paper: Joint Ventures: Terminations and Continuations
Chair: Carlo A. Carnevale-Maffe`, SDA Bocconi U.
Explaining the Incidence of Unrelated Joint-Ventures: Efficiency and Agency Approaches, Mikolaj Jan Piskorski, Harvard U.
Joint Venture Terminations: Causes and Consequences, Shyam Kumar, U. of Illinois, Urbana-Champaign
Solving the Collaborative Dilemma of Joint Ventures: The Role of Structural Conditions, Ming Zeng, INSEAD / European Institute of Business Administration
Discussant: Ravindranath Madhavan, U. of Illinois, Urbana-Champaign

413. Paper: Mergers and Acquisitions Revisited
Chair: Andrew Harris Gold, U. of North Carolina, Chapel Hill
Evidence of Acquiror Learning in Mergers and Acquisitions, 1985-1995, Mathew Hayward, London Business School
The Impact of Mergers and Acquisitions on Employment and Labor Efficiency, K. C. O'Shaughnessy, Western Michigan U.; David J. Flanagan, Western Michigan U.
A Review of Recent Research on Mergers and Acquisitions, Melissa E. Graebner, Stanford U.
Discussant: Rita D. Kosnik, Associate Editor, Academy of Management Journal

Wednesday 12:20 pm

414. Paper: Hybrid Governance
Chair: Charles C. Snow, Pennsylvania State U.
Supply Chain Competitiveness and the "Tragedy of the Commons": The Case of the Champagne Industry, Karen S. Cool, Stanford U.; James E. Henderson, Babson College
Contracts and Project Based Strategic Alliances: An Empirical Test, Conor T. Vibert, Acadia U.

Chair: Theresa Taylor-Coates, Rensselaer Polytechnic Institute
Equifinality, Strategic Configurations, and Organizational Performance, Dan Marlin, U. of Texas, San Antonio; David J. Ketchen, Jr., Louisiana State U.
Reassessing the Link Between Corporate Social Responsibility and Firm Performance, Donald Siegel, Arizona State U., West; Abagail McWilliams, Arizona State U., West; John B. Guerard, Vantage Global Advisors
Discussant: Richard Makadok, Emory U.
### Saturday 9:00 am

**416.** Career Planning Practice
- 9:00-9:30 OS: McDonald's U.
**By invitation only**

**Organizer:** Kerr Inkson, U. of Auckland

### Monday 8:30 am

**417F.** Pluralism in Academic Roles • HW: Goldcoast

**Theme: Pluralism in Academic Roles: Using One Vehicle to Make Simultaneous Journeys**
- 8:30-10:20 Hyatt West: Goldcoast

**Chair:** Mary R. Watson, Vanderbilt U.

**Division Welcomer:** Joan D. Mahoney, Montclair State U.

**Ambassador:** Samuel Rabinowitz, Rutgers U., Camden
Research Outcomes, Mary R. Watson, Vanderbilt U.; Selda Fikret-Pasa, Bogazici U.

Teaching Outcomes, Mabel Miguel, U. of North Carolina, Chapel Hill; Mehdi Farashahi, Concordia U.

Service Outcomes, Alfred Jaeger, McGill U.
Discussants: Wayne F. Cascio, U. of Colorado, Denver; Mary Ann Von Glinow, Florida International U.

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**Monday 12:20 pm**

**418.** Paper: Perspectives on Mentoring  
Chair: Debra A. Major, Old Dominion U.
Not All Relationships are Created Equal: Critical Factors of Productive Mentoring Relationships, Troy R. Nielson, California State U., San Marcos; Larry E. Pate, U. of Wisconsin, Madison; Regina J. Eisenbach, California State U., San Marcos


Career-Related and Social Support: An Examination of Expectations Among Mentors and Protégés, Angela M. Young, California State U., Los Angeles; Pamela L. Perrewé, Florida State U.

Comparison of Traditional, Step-ahead, and Peer Mentoring on Protégés’ Support, Satisfaction and Perceptions of Career Success: A Social Exchange Perspective, Ellen Ann Ensher, Loyola Marymount U.; Craig Thomas, Claremont Graduate U.; Susan E. Murphy, Claremont McKenna College

Discussants: J. Bruce Prince, Kansas State U.; Lynn Kathleen Harland, U. of Nebraska, Omaha

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**Tuesday 2:00 pm**

**419.** Paper: Individual and Organizational Outcomes of Job and Career Changes  
Chair: Eileen Kaplan, Montclair State U.

The Experience of Boundarylessness: Job Change, Extrinsic and Intrinsic Career Success Among Early-Career MBAs, Maury A. Peiperl, London Business School; Lidewy Van der Sluis, London Business School

The Clean Slate Effect on Tournament Mobility in Organizations, Amy E. Hurley, Chapman U.; Stefan Wally, Chapman U.; Jeffrey A. Sonnenfeld, Chief Executive Institute

Job Seeking: The Importance of Cross-Industry Ties to an Industry Change, Deborah Wright Brown, Long Island U.

The Nature of the New Employment Relationship(s): A Content Analysis of the Practitioner and Academic Literatures, Mark V. Roshling, Western Michigan U.; Marcie A. Cavanaugh, Cornell U.; Lisa M. Moynihan, Cornell U.; Wendy R. Boswell, Cornell U.

Discussants: Phillip Gardner, Michigan State U.; Monica Forret, Saint Ambrose U.

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**Tuesday 3:40 pm**

**420.** Symposium: "The business of business is also education": Boeing’s journey into linking business and academe to better prepare college business graduates for the future  
Chair: Linda K. Gibson, Pacific Lutheran U.

Ambassador: Romila Singh, Drexel U.

Presenters: Bruce Finnie, Pacific Lutheran U.; Sven Kalve, Boeing Company; Linda K. Gibson, Pacific Lutheran U.
Conflict Management
Program Chair: Laurie Weingart, Carnegie Mellon University
Workshop Chair: Judi M. Parks, Washington University

Friday 1:00 pm

424. Conflict Management Division's Junior Faculty Research Incubator on Conflict & Diversity
- 1:00-9:00 Hyatt West: San Francisco
  Chairs: Ray Friedman, Vanderbilt U.; Judi McLean-Parks, Washington U.

Saturday 9:00 am

425. Conflict Management Division's Junior Faculty Research Incubator on Conflict & Diversity
- 9:00-5:00 Hyatt West: San Francisco
  Chairs: Judi McLean-Parks, Washington U.; Ray Friedman, Vanderbilt U.

Sunday 9:30 am

426. Managing Conflict in the Pluralistic Classroom
- 9:30-12:00 Hyatt West: San Francisco

Chairs: Debra L. Connelley, State U. of New York, Buffalo; Martin N. Davidson, U. of Virginia
Discussants: Ella L. Bell, U. of North Carolina, Charlotte; Stella Ting-Toomey, California State U., Fullerton

Monday 8:00 am

427. Division Welcome
- 8:00-8:30 Hyatt West: Haymarket
  Division Chair: Peter Carnevale, U. of Illinois
  Program Chair: Laurie R. Weingart, Carnegie Mellon U.

Monday 8:30 am

428. Paper: Antecedents and Consequences of Perceptions of Justice
- 8:30-10:20 Hyatt West: Haymarket
  Chair: Robert J. Robinson, Harvard Business School
  Examining Layoff Survivors' Changes In Commitment: The Effects Of Procedural And Interactional Injustice, James J. Lavelle, U. of Utah / Catholic U. of America
  Published in Conference Proceedings

A Social Identity Perspective on Organizational Justice Among Layoff Survivors, Kelly Anne Mollica, Wake Forest U.
Winner of CM Division Best Paper Award
Published in Conference Proceedings

Program Chair: Laurie Weingart, Carnegie Mellon University
Workshop Chair: Judi M. Parks, Washington University


**Monday 2:30 pm**

429. Paper: Decision Making and Conflict Behavior
   - 2:30-3:50 Hyatt West: Haymarket
   *Chair:* Sally Blount-Lyon, U. of Chicago

Intergenerational Discounting: The Role of Time Delay, Uncertainty, and Affinity to Future Generations, Kimberly A. Wade-Benzoni, New York U.


Secrecy, Deception, Retribution, and the Negotiation Process, Terry L. Boles, U. of Iowa; Rachel T. A. Croson, U. of Pennsylvania; J. Keith Murnighan, Northwestern U.

The Influence of Physical Attractiveness and Gender on Ultimatum Game Decisions, Maurice E. Schweitzer, U. of Pennsylvania; Sara J. Solnick, U. of Miami

**Monday 4:10 pm**

430. Theme: A Behavioral Theory of Labor Negotiations in a Pluralistic World
   - 4:10-5:30 Hyatt West: Haymarket
   *Panel discussion of the implications of McKersey's classic book in disputes where social identity (e.g., race, culture, gender) is salient.*
   *Chair:* Deborah M. Kolb, Simmons GSM
   *Presenters:* Ray Friedman, Vanderbilt U.; Deborah M. Kolb, Simmons GSM; Lavinia Hall, Rutgers U.; New Brunswick; Charles Heckscher, Rutgers U.; New Brunswick
   *Discussant:* Robert McKersey, Massachusetts Institute of Technology

**Monday 5:40 pm**

431. Meeting: Conflict Management Division Business Meeting
   - 5:40-6:40 Hyatt West: Haymarket
   *Division Chair:* Peter Carnevale, U. of Illinois

**Monday 6:45 pm**

432. Conflict Management Division Social
   - 6:45-8:00 Hyatt West: Wrigley

**Tuesday 8:50 am**

433. Paper: Inter- and Intra-Group Conflict
   - 8:50-10:10 Hyatt West: Haymarket
   *Chair:* Kathleen M. O’Connor, Cornell U.

The Effect of Cross-Cutting Social Identity on Negotiation Expectations, Debra L. Connelley, State U. of New York, Buffalo; Donald E. Conlon, Michigan State U.

**Tuesday 10:30 am**

434. Symposium: In One Way and Out the Other: The Negotiation Process as a Site for Transformation
   - 10:30-11:50 Hyatt West: Haymarket
   *Chairs:* Deborah M. Kolb, Simmons GSM; Kathleen L. Valley, Harvard Business School

Interactively Determined Bargaining Scripts, Kathleen L. Valley, Harvard Business School

Language and Dialectical Tensions in the Dynamics of Teacher’s Negotiations, Linda L. Putnam, Texas A&M U.

Solving “Our” Problem: The Psychological Transformation of Two Negotiating Parties into One Problem Solving Group, Jeffrey T. Polzer, U. of Texas, Austin; Max M. Bazerman, Northwestern U.

*Discussants:* Sara Cobb, Harvard U.; Deborah M. Kolb, Simmons GSM; Max M. Bazerman, Northwestern U.

**Tuesday 2:00 pm**

435. Paper: Cultural Perspectives on Conflict Resolution and Fairness
   - 2:00-3:20 Hyatt West: Haymarket
   *Chair:* Michelle Gelfand, U. of Maryland

Japanese Conflict Handling Styles: Etic and Emic Elements, Anne Louise Lytle, Hong Kong U. of Science and Technology; Tetushi Okumura, Shiga U.

Exploring the Norm of Reciprocity in the Global Market: U.S. and Japanese Intra- and Inter-Cultural Negotiations, Wendi L. Adair, Northwestern U.

*Winner of CM Division Best Student Paper Award Published in Conference Proceedings*

A Cross-Cultural Perspective on Procedural Justice, Jasmine Tata, Loyola U., Chicago

Trust Levels and Conflict Resolutions: Toward an Aculural Model for International Negotiation, Yongsun Paik, Loyola Marymount U.; Steven C. Combs, Loyola Marymount U.

**Tuesday 3:40 pm**

436. Symposium: Assessing the Effectiveness of Negotiation Instruction: A Conversation with Case and Text Authors
   - 3:40-5:00 Hyatt West: Haymarket

Panel discussion considering whether students of negotiation are able to apply newly acquired skills and knowledge outside the classroom.

*Chair:* Laurie R. Weingart, Carnegie Mellon U.

*Panelists:* Sara Cobb, Harvard U.; Steven C. Currall, Rice University; Roy J. Lewicki, Ohio State U.; Leigh Thompson, Northwestern U.
ENTREPRENEURSHIP
Program Chair: Robert Hisrich, Case Western Reserve University
Workshop Chair: Thomas Dean, University of Tennessee

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<th>Start</th>
<th>Regular Program</th>
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<tr>
<td>8:00 am</td>
<td>437. ENT) Case Writing Project • HW: Sandburg</td>
<td>78. ENT, MED &amp; MOC Workshop on Creative Classroom Action • HW: Ogden</td>
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<td>1:00 pm</td>
<td>438. ENT Doctoral Consortium • HW: Addams</td>
<td>49. ENT Workshop on Case Method • HW: McCormick</td>
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<td>3:00 pm</td>
<td>439. ENT Refreshment Break • HW: Addams</td>
<td>50. ENT: How to Learn to be Entrepreneurial? • HW: Ogden</td>
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<td>3:30 pm</td>
<td>440. ENT: Non-U.S. Scholar and the AOM • HW: Wright</td>
<td>51. ENT: New Faculty Consortium • HW: Ogden</td>
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<td>3:40 pm</td>
<td>441. ENT in Franchising, Co-ops, MLMs • HW: McCormick</td>
<td>52. EN Hou, University of Tennessee</td>
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<td>5:00 pm</td>
<td>442. ENT New Faculty Consortium • HW: Ogden</td>
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<td>6:00 pm</td>
<td>55. P: ENT Coffee and Croissants • HE: Grandballroom Lobby</td>
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<td>7:00 pm</td>
<td>445. ENT Endowed Chairs Council Lunch • OS: See Contact</td>
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<td>446. ENT Doctoral Consortium • HW: Addams</td>
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<td>448. ENT New Faculty Consortium • HW: Ogden</td>
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<td>9:00 am</td>
<td>449. Central Problems for the Field • HE: GndBall C(N)</td>
<td>60. EN Hou, University of Tennessee</td>
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<td>10:00 am</td>
<td>50. Refreshment Break • HE: Grandballroom Lobby</td>
<td>61. EN Hou, University of Tennessee</td>
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<td>10:30 am</td>
<td>51. ENT: Reserve and Resubmit • HW: Ogden</td>
<td>62. EN Hou, University of Tennessee</td>
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<td>12:00 pm</td>
<td>52. ENT: Teaching Entrepreneurship • HE: GndBall D(N)</td>
<td>63. EN Hou, University of Tennessee</td>
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<td>1:00 pm</td>
<td>450. ENT Opening Welcome • HW: Wrigley</td>
<td>64. EN Hou, University of Tennessee</td>
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<td>9:00 am</td>
<td>451. The Sustaining of the ‘Sustainable’? • HW: Wrigley</td>
<td>65. EN Hou, University of Tennessee</td>
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<td>9:40 am</td>
<td>66. P: Financing and the ENT Firm • HW: Wrigley</td>
<td>66. EN Hou, University of Tennessee</td>
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<td>67. P: University &amp; Home Business • HW: Wrigley</td>
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<td>68. P: Human Capital Human Capital • HW: Wrigley</td>
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<td>2:30 pm</td>
<td>69. P: Family Business Succession • HW: Wrigley</td>
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<td>70. P: Entrepreneur Strategic Issues • HE: Wacker West (1)</td>
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<td>71. P: Dynamic Environments • HE: GndBall C(N)</td>
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<td>72. P: Entrepreneur Cognitions • HE: Wacker West (1)</td>
<td>72. EN Hou, University of Tennessee</td>
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<td>8:30 am</td>
<td>73. P: Issues of Firm Growth • HE: Wacker West (2)</td>
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<td>74. P: Entrepreneur Cognitions • HE: Wacker West (1)</td>
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<td>75. P: ENT in Existing Organizations • HW: Wrigley</td>
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**Friday 8:00 am**

437. **ENTREPRENEURSHIP Division Doctoral Consortium**

**Friday 1:00 pm**

438. **ENTREPRENEURSHIP Division Doctoral Consortium**

- 1:00-5:00 Hyatt West: Sandburg
- Preregister with Nancy M. Carter at 651-962-4407 or at nmcarter@stthomas.edu

**Organizers:** Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

**Preregister with Thomas A. Bryant at 973-353-1062**

**Organizer:** Thomas A. Bryant, Rutgers U.
Presenters: Howard E. Aldrich, U. of North Carolina, Chapel Hill; Claudia B. Schoonhoven, U. of California, Irvine; Harry J. Sapienza, U. of South Carolina

439. The Case Method: Tips on Developing, Writing, Teaching, and Publishing Cases
   • 1:00-3:00 Hyatt West: McCormick
Organizer: Myra Hart, Harvard U.
Presenters: Myra Hart, Harvard U.; Candida G. Brush, Boston U.; Patricia G. Greene, U. of Missouri, Kansas City; Chi Anyansi-Achibong, North Carolina A&T State U.

Friday 3:00 pm

440. Refreshment Break
   • 3:00-3:30 Hyatt West: Addams
Organizer: Thomas J. Dean, U. of Colorado, Boulder

Friday 3:30 pm

441. How Creative Individuals Learn to be Entrepreneurial: Lessons & Experience from the Arts Industries
   • 3:30-5:00 Hyatt West: Ogden
Organizer: Thomas A. Bryant, Rutgers U.
Presenters: Thomas A. Bryant, Rutgers U.; Patricia Kettenring, Rutgers U.; Willem VanDoojeweert, WV Management

442. The Non-U.S. Scholar and the Academy: Entrepreneurship and Change, an International Journey
   • 3:30-5:00 Hyatt West: Wright
Organizer: Antoine Hermens, U. of Technology

443. Entrepreneurship on the Fringe of the Definition: Franchising, Co-ops, MLMs, and Non-Profits
   • 3:30-5:00 Hyatt West: McCormick
Organizer: Norris F. Krueger, Entrepreneurial Strategies

Friday 5:00 pm

444. Entrepreneurship Division New Faculty Consortium
   • 5:00-6:30 Hyatt West: Ogden
Preregister with Patricia G. Greene at 816-235-5841 or greenep@umkc.edu
Organizers: Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.
Presenters: McRae C. Banks, Worcester Polytechnic Institute; Nancy B. Upton, Baylor U.; Kelly G. Shaver, College of William and Mary; Anne M. McCarthy, Colorado State U.

Saturday 6:00 pm

445. Coffee and Croissants
   • 7:30-8:30 Hyatt East: Grandballroom Lobby
Organizer: Thomas J. Dean, U. of Colorado, Boulder

Saturday 8:00 am

446. Entrepreneurship Research in Management Journals: An Empirical Examination of the Top Journals
   • 8:00-9:00 Hyatt East: GrandBall C(N)
Organizer: Lowell W. Busenitz, U. of Oklahoma
Presenters: Lowell W. Busenitz, U. of Oklahoma; Gaylen N. Chandler, Utah State U.; Teresa Nelson, Suffolk U.; Harry J. Sapienza, U. of South Carolina; Dean A. Shepherd, Rensselaer Polytechnic Institute; Page G. West, III, Wake Forest U.; Andrew L. Zacharakis, Babson College

Saturday 8:30 am

447. Entrepreneurship Division Doctoral Consortium
   • 8:30-4:30 Hyatt West: Ogden
Preregister with Nancy M. Carter at 651-962-4407 or nmcarter@stthomas.edu
Organizers: Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

Saturday 9:00 am

448. Entrepreneurship Division New Faculty Consortium
   • 8:30-4:30 Hyatt West: Ogden
Preregister with Patricia G. Greene at 816-235-5841 or greenep@umkc.edu
Organizers: Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.

Saturday 10:00 am

450. Refreshment Break
   • 10:00-10:30 Hyatt East: Grandballroom Lobby
Organizer: Thomas J. Dean, U. of Colorado, Boulder

Saturday 10:30 am

451. Managing the Revise and Resubmit Process
   • 10:30-12:00 Hyatt West: Ogden
Organizers: Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.
Presenters: Scott W. Kunkel, U. of San Diego; McRae C. Banks, Worcester Polytechnic Institute; S. Venkataraman, U. of Virginia; Elaine Romanelli, Georgetown U.
Saturday 12:00 pm

452. Council of Endowed Chairs Annual Luncheon
• 12:00-1:00 Off Site: See Contact
Preregister with Jerome Katz at katza@slu.edu
Organizer: Jerome A. Katz, St. Louis U.

Saturday 1:30 pm

453. The McGraw-Hill Irwin Innovation in Entrepreneurship Pedagogy Award Winner
• 1:30-3:00 Hyatt East: GndBall D(N)
Organizer: Connie Marie Gaglio, San Francisco State U.

Saturday 2:45 pm

454. Innovation in Entrepreneurship Education: Internet Delivery of Expert Assistance Tools
• 2:45-4:30 Hyatt West: Ogden
Organizers: Patricia G. Greene, U. of Missouri, Kansas City; Jerome A. Katz, St. Louis U.
Presenters: Ronald K. Mitchell, U. of Victoria; Eric A. Morse, U. of Victoria; Brian McKenzie, U. of Victoria

Saturday 3:00 pm

455. Cognitive and Social Factors in Entrepreneurial Success
• 3:00-5:00 Hyatt East: GndBall C(N)
Organizer: Robert A. Baron, Rensselaer Polytechnic Institute
Presenters: Robert A. Baron, Rensselaer Polytechnic Institute; Evan J. Douglas, Queensland U. of Technology; Gideon D. Markman, U. of Colorado, Boulder; Kelly G. Shaver, College of William and Mary; Dean A. Shepherd, Rensselaer Polytechnic Institute; Andrew L. Zacharakis, Babson College

456. Developing Practitioners for Teaching in the Entrepreneurship Classroom: Issues and Recommendations
• 3:00-4:30 Hyatt East: GndBall D(N)
Organizer: Randel S. Carlock, U. of St. Thomas
Presenters: Nancy M. Carter, U. of St. Thomas; Randel S. Carlock, U. of St. Thomas; Jeffrey R. Cornwell, U. of St. Thomas

Saturday 7:00 pm

457. Entrepreneurship Division Pre-Conference Social Event
• 7:00-10:00 Off Site: See Contact
Preregistration required
Organizer: Thomas J. Dean, U. of Colorado, Boulder

Sunday 7:30 am

458. ENT Coffee and Croissants
• 7:30-8:30 Hyatt East: Grandballroom Lobby

Sunday 8:00 am

459. Entrepreneurship Division Doctoral Consortium
• 8:00-12:00 Hyatt West: Addams
Preregistration with Nancy M. Carter at 651-962-4407 or nmcarter@stthomas.edu
Organizers: Nancy M. Carter, U. of St. Thomas; Timothy M. Stearns, California State U., Fresno

Presenters: Jack W. Brittain, U. of Texas, Dallas; Gregory B. Northcraft, U. of Illinois, Urbana-Champaign; Connie Marie Gaglio, San Francisco State U.
Chair: Norris F. Krueger, Entrepreneurial Strategies
Presenters: Jon Entine, Ruffin; David Alexander, U. of Toronto; Jacob Park, U. of Maryland
Discussant: Marianne Jennings, Arizona State U.

Monday 10:40 am

468. Paper: University Related and Home Based Businesses
• 10:40-12:00 Hyatt West: Wrigley
Chair: Emeric Solymossy, Western Illinois U.
Geographic Proximity: A Stimulus for Greater Relationship Intensity and Outcomes Between Small Firms and University Research Centers, Michael D. Santoro, Lehigh U.; Joseph E. Coombs, James Madison U.

Determining the Incremental Impact of Legitimizing Tactics on Home-Based Businesses in the Construction Industry, Dale A. Henderson, Radford U.; Lester A. Digman, U. of Nebraska
Discussant: Susanna Khavul, Boston U.

Monday 12:20 pm

469. Paper: Financing and the Entrepreneurial Firm
• 12:20-2:10 Hyatt West: Wrigley
Chair: David Deeds, Case Western Reserve U.
"Residual Communism" Entrepreneurship and Micro-Enterprise Finance in Post-Communist Countries, Chao C. Chen, Rutgers U.; Nada T. Kobeissi, Rutgers U., Newark
Chief Executive Officer (CEO) Tenure in Initial Public Offering (IPO), Hitoshi Mitsuhashi, Cornell U.; Welbourne M. Theresa, Cornell U.
Discussants: Sandra West King, Frostburg State U.; Roger Hutt, Arizona State U., West

Monday 2:30 pm

470. Paper: Human Resources and Human Capital
• 2:30-3:50 Hyatt West: Wrigley
Chair: Anne M. McCarthy, Colorado State U.
Network Capital, Relational Rents, and the Competitive Advantage of Small Firms, Juan Florin, U. of Connecticut
Discussants: Alice Andrews, Valour Inc.; Emeric Solymossy, Western Illinois U.

Monday 4:10 pm

471. Paper: Succession in Family Businesses

Monday 5:30 pm

472. Meeting: Entrepreneurship Division Business Meeting
• 5:30-6:30 Hyatt West: Wrigley
Organizer: Robert D. Hisrich, Case Western Reserve U.

Monday 6:30 pm

473. Entrepreneurship Division Social
• 6:30-8:00 Hyatt West: Water Tower
Organizer: Robert D. Hisrich, Case Western Reserve U.

Tuesday 8:50 am

474. Paper: Strategy and Fairness in Family Businesses
• 8:50-10:10 Hyatt West: Wrigley
Chair: Arnold C. Cooper, Purdue U., West Lafayette
Fairness in Family Firms: An Organizational Justice Perspective on Agency Problems, David C. Baldridge, U. of Connecticut; William S. Schulze, U. of Connecticut
Published in Conference Proceedings
Patterns of Strategy Formulation in a Family Firm, Bakr Ibrahim, Concordia U., Montreal; Jean B. McGuire, Concordia U., Montreal; Y. Ismail, Concordia U., Montreal; Collette Dumas, Suffolk U.
Founder Centrality and Strategy in the Family Owned Firm, Louise M. Kelly, Northeastern U.; Nickolas Athanassiou, Northeastern U.
Discussant: Susan C. Hanlon, U. of Akron

Tuesday 10:30 am

475. Paper: Entrepreneurship in Existing Organizations
• 10:30-11:50 Hyatt West: Wrigley
Chair: Roger D. Roderick, Arkansas State U.
Levels and Patterns in the Intrapreneurship Model: An Exploratory Comparison, Bostjan Antoncic, Case Western Reserve U./U. of Ljubljana
A Dynamic Perspective of Internal Fit in Corporate Venturing, Stewart Thornhill, U. of British Columbia
Published in Conference Proceedings
Discussant: Scott W. Kunkel, U. of San Diego

Tuesday 2:00 pm

476. Paper: International Entrepreneurship
Entrepreneurship

Wednesday 10:40 am

480. Paper: Partnering and Entrepreneurship
Chair: Shaker A. Zahra, Georgia State U.

Entrepreneurial Firm Performance and Success

Discussants: Ralph Kidder, Boston U.; Saras Sarasvathy, U. of Washington

Tuesday 3:40 pm

477. Paper: Theory and Survival of International Entrepreneurial Firms
Chair: Hamid Etemad, McGill U.

"Born Global" Firms: A Theoretical Exploration, Paula D. Harveston, U. of Memphis; Ben L. Kedia, U. of Memphis; Peter S. Davis, U. of Memphis

Lessons from England: The Development of Small Firms Policy, Simon Down, U. of Plymouth; Jonathan Lean, U. of Plymouth

SME Survival in Hungary, Marjorie A. Lyles, Indiana U.; Indianapolis; Kathleen Watson, California State U.; San Marcos; Todd Saxton, Indiana U., Indianapolis

Discussant: Robert C. Hill, U. of Houston

Tuesday 5:30 pm

478. USASBE Board Meeting
Chair: Hamid Etemad, McGill U.

Organizers: Lynn Neeley; Robert D. Hisrich, Case Western Reserve U.

Wednesday 9:00 am

479. Paper: Networks and Entrepreneurship
Chair: Ha T. Hoang, Case Western Reserve U.

Examining the Role of Self-Perceived Alertness and Social Networks, Robert P. Singh, U. of Illinois, Chicago; Gerald E. Hills, U. of Illinois, Chicago; G. T. Lumpkin, U. of Illinois, Chicago; Ralph C. Hybels, Leadership in Medicine, Inc.

Published in Conference Proceedings

Personal Networking Activities and Venture Performance: An Assessment of the Moderating Effects of Firm Age Among Small High Technology Manufacturing Firms, Dilene R. Crockett, U. of Texas, Arlington; Jeffrey E. McGee, U. of Texas, Arlington

The Role of Relational Contracting in Realizing the Benefits of Key Customer Relationships, Helena Yli-Renko, London Business School; Harry J. Sapienza, U. of South Carolina; Michael Hay, London Business School

Discussant: William M. Mayfield, Wichita State U.

Wednesday 12:20 pm

482. Paper: Innovation and Creativity in Entrepreneurial Firms
Chair: Lowell W. Busenitz, U. of Oklahoma


Responding to Innovations in Marketing and Service: The Strategies of Independent Retailers, Michael J. Rubach, U. of Central Arkansas; McGee M. Jeffrey, U. of Texas, Arlington

Discussants: Karen L. Belanger, Columbia U.; Connie Marie Gaglio, San Francisco State U.
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Friday 6:00 pm

483. Welcome to the 1999 GDO Doctoral Consortium:
Finding a Job That’s Right for You
• 6:00-9:00 Hyatt West: Truffles

Contact Jeffrey Greenhaus (greenhaus@drexel.edu) or Saroj Parasuraman (saroj@drexel.edu) for more information.
Organizers: Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.
**Presenters:** Michael B. Arthur, Suffolk U.; D. Anthony Butterfield, U. of Massachusetts, Amherst; Virginia E. Schein, Gettysburg College

**Saturday 7:00 am**

**484.** 1999 GDO Doctoral Consortium: Continental Breakfast
- 7:00-8:00 Hyatt West: New Orleans
*Preregistration required*
**Organizers:** Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.

**Saturday 8:00 am**

**485.** 1999 GDO Doctoral Consortium: New Directions for Research on Gender and Diversity
- 8:00-9:30 Hyatt West: New Orleans
*Preregistration required*
**Organizers:** Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.
**Panel:** Martin N. Davidson, U. of Virginia; Suzan Lewis, Manchester Metropolitan U.; David A. Thomas, Harvard U.

**Saturday 9:30 am**

- 9:30-11:00 Hyatt West: New Orleans
*Preregistration required*
**Organizers:** Saroj Parasuraman, Drexel U.; Jeffrey H. Greenhaus, Drexel U.
**Panel:** Denise M. Rousseau, Carnegie Mellon U.; Phyllis Tharenou, Monash U., Caulfield

**Saturday 11:00 am**

**487.** 1999 GDO Doctoral Consortium: Developing a Research Program
- 11:00-12:30 Hyatt West: New Orleans
*Preregistration required*
**Organizers:** Jeffrey H. Greenhaus, Drexel U.; Saroj Parasuraman, Drexel U.
**Panel:** Ella L. Bell, U. of North Carolina, Charlotte; Michelle K. Duffy, U. of Kentucky; Alison M. Konrad, Temple U.; Jason D. Shaw, Drexel U.

**Saturday 1:30 pm**

**488.** GDO Research Workshop: Exploring the Intersection of Race and Gender
- 1:30-5:30 Hyatt West: New Orleans
*Contact Laura Graves (lgraves@clarku.edu) for more information.*
**Chair:** Laura M. Graves, Clark U.
**Panel:** Karen L. Proudfoot, Morgan State U.; Stacy Blake-Beard, Harvard U.; Ella L. Bell, U. of North Carolina, Charlotte; Marilyn J. Davidson, U. of Manchester Institute of Science and Technology; Gary N. Powell; D. Anthony Butterfield, U. of Massachusetts, Amherst; Myrtle P. Bell, U. of Texas, Arlington

**Saturday 5:30 pm**

**489.** GDO Preconference Reception
- 5:30-6:30 Hyatt West: New Orleans
*Sponsored by The Ada Ida Gannon, BVM, Center for Women and Leadership at Loyola University Chicago*

**Organizer:** Laura M. Graves, Clark U.

**Sunday 8:30 am**

**490.** GDO Continental Breakfast and Networking: An Opportunity to Establish New Partnerships for Conducting and Publishing Research
- 8:30-10:00 Hyatt West: New Orleans
**Chairs:** Ellen A. Fagenson, George Mason U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee

**Monday 10:40 am**

**491.** Paper: GDO Welcome Session: Finding Balance:
**Career, Life and Family**
- 10:40-12:00 Hyatt West: Stetson F
**Chair:** Razelle Frankl, Rowan U.
- Tidy Lives: A Model of Pluralism in Work/Life Balance
  - Karen J. Crooker, U. of Wisconsin, Milwaukee; faye l. smith, Emporia State U.; Filiz Tabak, Towson U.
  - *Published in Conference Proceedings* Correlates of Voluntary vs. Involuntary Part-Time Employment Among Women, Richard K. Caputo, Yeshiva U.; Mary Cianni, Towers Perrin
  - Job Attribute Preferences in the Changing Context of Employment and Family Relationships, Linley Claire Hartmann, U. of South Australia; Peter W. O'Brien, U. of Adelaide; Margaret G. Patrickson, U. of South Australia
  - Professional and Psychological Benefits of Multiple Roles for Managerial Women, Marian N. Ruderman, Center for Creative Leadership; Patricia J. Ohlott, Center for Creative Leadership; Kate Panzer, Center for Creative Leadership; Sara N. King, Center for Creative Leadership
  - *Discussant:* Jasmine Tata, Loyola U., Chicago

**Monday 1:00 pm**

**492.** Paper: Macro Perspectives on Workplace Diversity
- 1:00-2:10 Hyatt West: Stetson F
**Chair:** David M. Porter, U. of California, Los Angeles
- The Impact of Cultural Diversity on Organizational Effectiveness: An Integrative Theory of Process and Content, Orlando Curtae' Richard, Louisiana Tech U.; Thomas A. Kochan, Massachusetts Institute of Technology
- Organizational Characteristics and Racial Diversity, Dail L. Fields, George Washington U.; Jodi S. Goodman, Purdue U.; Terry C. Blum, Georgia Institute of Technology
  - *Published in Conference Proceedings* Explaining Why Diversity Sometimes has Positive Effects in Organizations and Sometimes has Negative Effects in Organizations: The Perceived Dissimilarity Openness Moderator Model, Charmine E. J. Hartel, U. of Queensland; Yuka Fujimoto, U. of Queensland
  - *Discussant:* Faten M. Moussa, State U. of New York, Plattsburgh

**Monday 4:10 pm**

**494.** Paper: Creating Change through Affirmative Action
Tuesday 7:30 am

495. **GDO Division Breakfast**

- 7:30-8:30 Hyatt West: Stetson F

Tuesday 9:10 am

496. **Paper: Careers as Life Journeys**

- 9:10-10:10 Hyatt West: Stetson F

*Chair:* Freida Reitman

The Midlife Transition of Professional Women: An External and Internal Recalibration, Judith R. Gordon, Boston College; Joy E. Beatty, Boston College; Karen S. Whelan, Samford U.

Professional Women’s Mid-Career Satisfaction: Toward a Multilevel Framework, Ellen Ross Auster, York U.

Women’s Versus Men’s Managerial Careers: Is It a Case of Comparing Apples and Oranges?, Catherine Kirchmeyer, Wayne State U.

*Published in Conference Proceedings*

Towards a Model of the Female International Career Move: A Qualitative Study in a European Context, Margaret Linehan, U. College, Cork; James Walsh, U. College, Cork

*Published in Conference Proceedings*

*Discussant:* Roya Ayman, Illinois Institute of Technology

Tuesday 2:00 pm

497. **Paper: Identity Journeys into a Pluralistic World**

- 2:00-3:20 Hyatt West: Stetson F

*Chair:* Gary N. Powell, U. of Connecticut

Sexuality and Organizational Theorizing: A Queer Theory Approach, Carlos B. González, U. of Massachusetts, Amherst

Sexual Identity Management Strategies: An Exploration of Antecedents and Consequences, Donna Lynn Chrobot-Mason, U. of Colorado, Denver; Scott B. Button, American Institutes for Research

*Winner of Dorothy Harlow Award*  
*Published in Conference Proceedings*

Disruptions to Women’s Social Identity: A Comparative Study of Workplace Stress Experienced by Women in Three Geographic Regions, Margaret A. Shaffer, Hong Kong Polytechnic U.; Janice R. W. Joplin, Southern Illinois U., Edwardsville; Myrtle P. Bell, U. of Texas, Arlington; Theresa Lau, Hong Kong Polytechnic U.; Ceyda Oguz, Hong Kong Polytechnic U.

Songs of Ourselves: Employees’ Deployment of Social Identity in Encounters with Self and Others, W. E. Douglas Creed, Boston College; Maureen Scully, Massachusetts Institute of Technology

*Discussant:* Margaret A. Lucero, U. of Wyoming

Tuesday 3:40 pm

498. **Special Session: Organizational Talk: The Transformational Potential of a Feminist Approach**

- 3:40-5:00 Hyatt West: Stetson F

*Chair:* Ann C. Baker, George Mason U.

*Presenters:* Susan A. Comerford, U. of Vermont; Mary J.J. Fambrough, Case Western Reserve U.

Tuesday 5:30 pm

499. **Meeting:** GDO Division Business Meeting

- 5:30-7:30 Hyatt West: Stetson F

Tuesday 6:30 pm

500. **GDO Division Social Hour**

- 6:30-7:00 Hyatt West: Stetson F

Wednesday 10:40 am

501. **Paper: Diverse Perspectives within Teams**

- 10:40-12:00 Hyatt West: Stetson F

*Chair:* Robin Johnson, Darden Business School, U. of Virginia


Looking into the Black Box: A Social Network Approach to Diversity, Communication, and Work Team Effectiveness, Margarita C. Mayo, U. of Western Ontario, Ivey School of Business


Relational Demography Within Groups: An Empirical Test of a Theoretical Model, Christine Marie Riordan, U. of Georgia; Elizabeth Wier Weatherly, U. of Georgia

*Discussant:* Joycelyn Finley-Hervey, Jackson State U.

Wednesday 12:20 pm

502. **Symposium: The Changing Nature of Sexual Harassment in Organizations: A Look At Under-Researched Issues**

- 12:20-2:10 Hyatt West: Stetson F

*Chair:* Deborah E. Knapp, Cleveland State U.
Same-Sex Sexual Harassment: A Legal Review with Implications for Organizational Policy, Gary A. Kustis, O'Brien, Passen & Associates, Inc.; Deborah E. Knapp, Cleveland State U.

Same-Sex Sexual Harassment Against Men: Toward a Broader Theory of Sexual Harassment, Margaret S. Stockdale, Southern Illinois U., Carbondale; Michelle E. Wood, Southwest Missouri State U.; Leena Batra, Southern Illinois U., Carbondale

A Model of the Link Between Workplace Romance and Sexual Harassment, Charles A. Pierce, Montana State U., Bozeman; Herman Aguinis, U. of Colorado, Denver

The Moderating Effects of Other Types of Harassment Stressors on Sexual Harassment Outcomes, Kimberly T. Schneider, U. of Texas, El Paso; Robert T. Hitlan, U. of Texas, El Paso; Armando X. Estrada, U. of Texas, El Paso

Discussants: Jeanette N. Cleveland, Colorado State U.; Louise F. Fitzgerald, City U., UK
## Health Care Management

**Program Chair:** Jacqueline Zinn, Temple University  
**Workshop Chair:** Sharon Topping, University of North Carolina

### Friday 6:00 pm

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<th>Start Time</th>
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<tr>
<td>6:00 pm</td>
<td><strong>HCM Welcome Reception &amp; Introductions:</strong> S: Gball 3</td>
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<td>7:30 pm</td>
<td><strong>Junior Faculty Breakout Sessions:</strong> S: Gball 2</td>
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<td>10:15 am</td>
<td><strong>Strategies for Success:</strong> S: Gball 3</td>
<td><strong>IAOM: Managerial Effectiveness in Latin America:</strong> S: Alpine II</td>
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<td>12:00 pm</td>
<td><strong>HCM Lunch:</strong> S: Gball 3</td>
<td><strong>IAOM: Competing in Latin America:</strong> S: Alpine II</td>
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<td><strong>Grantwriting: What You Need to Know:</strong> S: Gball 3</td>
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<td><strong>IAOM: Challenges &amp; Approaches to Quality:</strong> S: Alpine II</td>
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<td>2:00 pm</td>
<td><strong>HCM: The Two Journeys of Academe:</strong> S: Gball 2</td>
<td><strong>HCM: Faculty Forum on Emerging Topics:</strong> S: Gball 3</td>
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<td><strong>The Two Journeys of Academe:</strong> T: S: Gball 3</td>
<td><strong>HCM: Management of the Tenure Process:</strong> S: Alpine II</td>
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<td><strong>Career Opportunities: Pluralis:</strong> S: Gball 3</td>
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<td><strong>HCM: Editors on Research:</strong> S: Gball 3</td>
<td><strong>IAOM: Business Meeting &amp; Dinner:</strong> S: Alpine II</td>
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<td>6:00 pm</td>
<td><strong>Junior Faculty Breakout Session: Forming Networks for Your Teaching and Research Needs</strong></td>
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<td>8:00 am</td>
<td><strong>HCM Continental Breakfast and Networking Forum for Doctoral Students and Junior Faculty</strong></td>
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**Facilitators:** John D. Blair, Texas Tech U.; Barbara Bigelow, Clark U.; Kathryn H. Dansky, Pennsylvania State U.; Stephen J. O’Connor, U. of Wisconsin, Milwaukee; Grant T. Savage, U. of Alabama, Tuscaloosa; Bryan Weiner, Tulane U.; Eric S. Williams, U. of Missouri, Columbia

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**By invitation only**

**Coordinator:** Sharon Topping, U. of North Carolina, Chapel Hill

Saturday 8:30 am

507. Research, Teaching, & Service: A Balanced Academic Life
- 8:30-10:00 Swiss: Gball 3
By invitation only
Chair: Kathryn H. Dansky, Pennsylvania State U.
Panel: Bruce J. Fried, U. of North Carolina, Chapel Hill; Kathleen Montgomery, U. of California, Riverside; John Valentine, Florida Atlantic U.; Donna Malvey, U. of South Florida

Saturday 10:15 am

508. Strategies for Success
- 10:15-12:00 Swiss: Gball 3
By invitation only
Chair: Jon Chilingerian, Brandeis U.
Panel: David Grazman, U. of Southern California; Christy H. Lemak, U. of Florida; Barbara Bigelow, Clark U.; Margarete Arndt, Clark U.; Ann Langley, U. of Quebec, Montreal; Gary J. Young, Boston U.

Saturday 12:00 pm

509. Lunch: Pizza as a Networking Tool for Doctoral Students and Junior Faculty
- 12:00-1:00 Swiss: Gball 3
Facilitators: All Panelists & Chairs. By invitation only
Organizer: Sharon Topping, U. of North Carolina, Chapel Hill

Saturday 1:00 pm

510. Grantwriting: What You Need to Know to Get Funded
- 1:00-2:15 Swiss: Gball 3
By invitation only
Chair: Thomas D’Aunno, U. of Chicago
Panel: Mary L. Fennell, Brown U.; Grant T. Savage, U. of Alabama, Tuscaloosa; Maria A. Friedman, HCFA

Saturday 2:30 pm

511. HCM: The Two Journeys of Academe: The Dissertation Journey
- 2:30-4:00 Swiss: Gball 2
For Doctoral Students Only
Chair: Eric A. Goodman, Fort Hays State U.
Panel: Timothy J. Hoff, State U. of New York, Albany; David J. Ketchen Jr., Louisiana State U.

512. The Two Journeys of Academe: The Promotion and Tenure Journey
- 2:30-4:00 Swiss: Gball 3
Junior Faculty Only
Chair: Jacqueline S. Zinn, Temple U.

Saturday 4:00 pm

513. Career Opportunities: Pluralism in Health Care
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| Monday 1:00 pm | Paper: *The Physician as Employee, Manager, Entrepreneur: Balancing New Roles*  
Chair: Robert C. Myrtle, U. of Southern California  
The Paradox of Legitimacy: Factors Decreasing the Likelihood of Physician Executives Practicing Medicine, Timothy J. Hoff, State U. of New York, Albany  
Physician Transition Journeys: Developing Dual Commitment on the Road from Private Practice to Employment, Jeffery A. Thompson, U. of Minnesota  
Winner of HCM Division Best Paper Based on a Dissertation Award  
Relationship Navigator or Relationship Ostrich? Linking Stakeholder Management Styles to Key Firm Resources, John D. Blair, Texas Tech U.; Starr A. Blair, Texas Tech U.; Myron D. Fottler, U. of Alabama, Birmingham; Timothy W. Nix, Texas Tech U.; Gregory Tyge Payne, Texas Tech U.; Grant T. Savage, U. of Alabama, Tuscaloosa  
Discussant: Eric S. Williams, U. of Missouri, Columbia |
| Monday 2:30 pm | Paper: *Trust and Teamwork in Hospital Settings*  
Chair: Kathryn H. Dansky, Pennsylvania State U.  
Absence Culture: The Effects of Union Membership Within Work Groups and Industrial Relations Climate, Roderick D. Iverson, U. of Melbourne, Australia; Donna M. Buttitieg, Templeton College, U. of Oxford; Catherine Maguire, U. of Melbourne, Australia  
Trust in Mangement as a Mediator of Empowerment in Health Services Employees, E. Jose Proenca, Widener U.  
Selected Determinants of Performance within a Set of Health Care Teams, Karl J. McCleary, Loma; S. Robert Hernandez, U. of Alabama, Birmingham  
Discussant: Timothy J. Hoff, State U. of New York, Albany |
| Monday 4:10 pm | HCM Distinguished Speaker Presentation  
Chair: Barbara Bigelow, Clark U.  
Distinguished Speaker: Patrick G. Hays, Blue Cross/ Blue Shield Association |
| Monday 5:30 pm | Meeting: Division Business Meeting  
Chair: Stephen J. O'Connor, U. of Wisconsin, Milwaukee |

### Monday 1:00 pm
- **Paper: The Physician as Employee, Manager, Entrepreneur: Balancing New Roles**
  - Chair: Robert C. Myrtle, U. of Southern California
  - The Paradox of Legitimacy: Factors Decreasing the Likelihood of Physician Executives Practicing Medicine, Timothy J. Hoff, State U. of New York, Albany
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  - Discussant: Eric S. Williams, U. of Missouri, Columbia

### Monday 2:30 pm
- **Paper: Trust and Teamwork in Hospital Settings**
  - Chair: Kathryn H. Dansky, Pennsylvania State U.
  - Absence Culture: The Effects of Union Membership Within Work Groups and Industrial Relations Climate, Roderick D. Iverson, U. of Melbourne, Australia; Donna M. Buttitieg, Templeton College, U. of Oxford; Catherine Maguire, U. of Melbourne, Australia
  - Trust in Mangement as a Mediator of Empowerment in Health Services Employees, E. Jose Proenca, Widener U.
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  - Discussant: Timothy J. Hoff, State U. of New York, Albany

### Monday 4:10 pm
- **HCM Distinguished Speaker Presentation**
  - Chair: Barbara Bigelow, Clark U.
  - Distinguished Speaker: Patrick G. Hays, Blue Cross/ Blue Shield Association

### Monday 5:30 pm
- **Meeting: Division Business Meeting**
  - Chair: Stephen J. O'Connor, U. of Wisconsin, Milwaukee
Paper: Spanning the "Knowledge Gap": Learning by Health Care Professionals

- 9:00-10:20 Hyatt West: Columbian

Chair: Judith W. Alexander, U. of South Carolina


Published in Conference Proceedings

The Effectiveness of Teaching Medical and Allied Health Professionals Methods and Tools for Improving Practice, Diane M. Irvine, U. of Toronto; Ross G. Baker, U. of Toronto; John Bohnen, St. Michael's Hospital; Catherine Zahn, Toronto Hospital; Michael Murray, U. of Toronto; Jennifer Carryer, U. of Toronto

Implementing Computerized Medical Records: Physicians' Response to Change, Camille K. Barsukiewicz, State U. of New York, Cortland

Discussant: Jeanine Warisse Turner, Georgetown U.
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<td>75 Tour to McDonald's University • GS: McDonald's U.</td>
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<td>72 Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gball 3</td>
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<td>39 Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
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<td>30 Reception for the New Doctoral • S: Gball 1</td>
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<td>31 Critical Management Studies: B • HW: Comiskey</td>
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<td>8:00 am</td>
<td>32 HR Doctoral Consortium • HW: Regency Ball B(S)</td>
<td>32 Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D</td>
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<td>31 Critical Management Studies: P • HW: Columbia</td>
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<td>32 Critical Management Studies: • HW: Buckingham</td>
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<td>32 Critical Management Studies: P • HW: Comiskey</td>
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<td>32 New Doctoral Student Consortium • S: Gball 1</td>
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<tr>
<td>8:30 am</td>
<td>32 HR Junior Faculty Consortium • HW: Regency Ball C(N)</td>
<td>100 AOM: Managerial Effectiveness in Latin America • S: Alpine II</td>
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<tr>
<td>9:00 am</td>
<td>33 HR Editors' Round Table • HW: Toronto</td>
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<td>110 AOM: Competing in Latin America • S: Alpine II</td>
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<td>112 AOM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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<tr>
<td>3:00 pm</td>
<td>33 HR: Strategic Research Agenda • HW: Toronto</td>
<td>125 Management of the Tenure Process • S: Alpine II</td>
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<td>125 Critical Management Studies: P • HW: Comiskey</td>
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<tr>
<td>5:30 pm</td>
<td>33 HR Division Reception • HW: Regency Ball C(N)</td>
<td>127 AOM: Business Meeting &amp; Dinner • S: Alpine II</td>
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<td>128 Reception for Practitioner Scrs • HE: Columbus C/D</td>
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<td>129 Critical Management Studies: • HW: Comiskey</td>
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<td>130 Critical Management Studies: P • HW: Buckingham</td>
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<td>131 Critical Management Studies: B • HW: Comiskey</td>
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<td>33 HR Doctoral Consortium • HW: Regency Ball B(S)</td>
<td>132 Launching an Academic-Practitioner Program • HE: Columbus C/D</td>
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<td>33 Junior Faculty Consortium • HW: Regency Ball C(N)</td>
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<td>35 HR Meeting of HR &amp; HR Directors • S: Davos</td>
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<td>138 HR &amp; HR: Senior Faculty Consr • HE: Columbia KL</td>
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<td>142 Critical Management Studies: • HW: Columbia</td>
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<tr>
<td>8:30 am</td>
<td>37 S: The World of Contingent Work • HW: McCormick</td>
<td>271 JS: Big Five Pers. Dimensions • HE: GndBall C(N)</td>
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<td>9:00 am</td>
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<td>210 JS: Measurement Issues in SHRM • S: Gball 3</td>
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<td>274 JS: Goal Orientation • HE: GndBall C(N)</td>
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<td>152 JS: Stigmatized Groups • HW: Regency Ball D(N)</td>
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<td>279 JS: Organizational Entry Journey • HE: GndBall B</td>
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<td>280 JS: Feedback Based Interventions • HE: GndBall F</td>
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<td>34 Individual Differences • HW: McCormick</td>
<td>155 JS: Genetic Testing and Privacy • HW: Goldcoast</td>
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<tr>
<td>2:30 pm</td>
<td>34 Recruitment &amp; Entry • HW: Field</td>
<td>310 JS: Strategic Human Resources • HE: Wacker West (4)</td>
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<td>3:30 pm</td>
<td>34 Dysfunctional Work Behaviors • HW: McCormick</td>
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<td>34 Connecting Your Teaching Curri • HW: McCormick</td>
<td>227 JS: Work Safety Improvement • HE: GndBall B</td>
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<tr>
<td>5:30 pm</td>
<td>34 Ice Cream Social • HW: Goldcoast</td>
<td>233 JS: The Good, The Bad, and The Ugly • HW: Comiskey</td>
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<tr>
<td>6:30 pm</td>
<td>34 HR &amp; Strategy in Service Firms • HW: Field</td>
<td>228 JS: OB-HR Theme: Ind./Collectivism • S: Gball 1</td>
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<td>7:00 pm</td>
<td>34 Compensation Effectiveness • HW: McCormick</td>
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<td>34 HR Social Hour • HW: Water Tower</td>
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<td>34 Strategic HR M Management • HW: Field</td>
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<td>258 JS: Global Convergence in HRM • HW: Comiskey</td>
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<td>9:00 am</td>
<td>35 P: Job Satisfaction • HE: GndBall C(N)</td>
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<td>35 P: Turnover and Retention • HE: GndBall C(N)</td>
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<td>35 P: Proc. and Dist. Justice • HE: GndBall D(N)</td>
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<td>11:00 am</td>
<td>35 JS: Issues and Solutions in Global • HE: GndBall E</td>
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<td>11:30 am</td>
<td>35 JS: Work and Vacation • HE: GndBall F</td>
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</table>
### Saturday 8:00 am

#### 528. HR Doctoral Consortium
- 8:00-5:30 Hyatt West: Regency Ball B(S)
Preregister with Sandy Wayne at (312) 996-2799 or sjwayne@uic.edu.
Organizer: Sandy J. Wayne, U. of Illinois, Chicago
Presenters: Maureen L. Ambrose, U. of Colorado; Daniel M. Cable, U. of North Carolina, Chapel Hill; Angelo S. DeNisi, Texas A&M U.; Robert L. Dipboye, Rice U.; Chris Earley, Indiana U.; Cynthia V. Fukami, U. of Denver; Robert Gatewood, U. of Georgia; Herbert G. Heneman III, U. of Wisconsin, Madison; Mark Huselid, Rutgers U.; Susan E. Jackson, Rutgers U., New Brunswick; Maria L. Kraimer, U. of Illinois, Chicago; Amy L. Kristof-Brown, U. of Iowa; Bruce M. Meglino, U. of South Carolina; Mark Mendenhall, U. of Tennessee, Chattanooga; Robert H. Moorman, West Virginia U.; Raymond A. Noe, Ohio State U.; Miguel A. Quinones, Rice U.; Eduardo Salas, Navy Personnel Research and Development Center; David O. Ulrich, U. of Michigan; Kevin J. Williams, State U. of New York, Albany; Patrick M. Wright, U. of Quebec; Jing Zhou, Texas A&M U., College Station

### Saturday 9:00 am

#### 529. HR Junior Faculty Consortium
- 9:00-5:00 Hyatt West: Regency Ball C(N)
The fee for participation is $40. Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930.
Organizer: Debra J. Cohen, George Washington U.
Coordinators: Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville
Presenters: Richard J. Klimoski, George Mason U.; Gary C. McMahon, U. of Texas, Arlington; Craig J. Russell, U. of Oklahoma; Donald Schawb, U. of Wisconsin; M. Susan Taylor, U. of Maryland; Arup Varma; Ellen M. Whitener, U. of Virginia

### Saturday 10:00 am

#### 530. Editors' Round Table: Joint Session Junior Faculty and Doctoral Consortia
- 10:00-12:00 Hyatt West: Toronto
By invitation only

### Saturday 3:00 pm

#### 531. Establishing a Research Agenda for Strategic HRM: Issues and Opportunities

- 3:00-5:30 Hyatt West: Toronto
Organizer: Diana L. Deadrick, Old Dominion U.
Coordinators: Mary R. Watson, Vanderbilt U.; Patrick M. Wright, U. of Quebec
Facilitators: Peter J. Dowling, U. of Tasmania; Barry A. Gerhart, Vanderbilt U.; Thomas A. Kochan, Massachusetts Institute of Technology; Mary R. Watson, Vanderbilt U.; Patrick M. Wright, U. of Quebec

### Saturday 5:30 pm

#### 532. HR Division Reception
- 5:30-7:30 Hyatt West: Regency Ball C(N)
Organizer: Lois E. Tetrick, U. of Houston

### Sunday 8:30 am

#### 533. HR Doctoral Consortium
- 8:30-12:00 Hyatt West: Regency Ball B(S)
Preregister with Sandy Wayne at (312) 996-2799, by fax (708) 479-4697.
Organizer: Sandy J. Wayne, U. of Illinois, Chicago

#### 534. Junior Faculty Consortium
- 8:30-12:00 Hyatt West: Regency Ball C(N)
Preregister with Debra Cohen at (202) 994-7055, by fax at (202) 994-4930.
Organizer: Debra J. Cohen, George Washington U.
Coordinators: Jose M. Cortina, George Mason U.; John E. Delery, U. of Arkansas, Fayetteville
Presenters: Robert Gatewood, U. of Georgia; Stephen J. Havlovic, Simon Fraser U.; Richard C. Kacmaz, Florida State U.; Judith A. Tansky, Ohio State U.; Dianna Stone; Chuck Williams, Texas Christian U.; Larry J. Williams, Virginia Commonwealth U.

#### 535. UCIRHRP Meeting: Directors of Industrial Relations and Human Resources Programs.
- 8:30-10:30 Swiss: Davos
Preregister with Michael Moore at (517) 355-1801 or mooremm@pilot.msu.edu.
Organizer: Michael J. Jedel, Georgia State U.

### Sunday 10:00 am

#### 536. Linking the HR Classroom to HR Practice: A Best Practices Approach
- 10:00-12:00 Hyatt East: Skyway 272
Organizer: Diana L. Deadrick, Old Dominion U.
Coordinator: Mary A. Gowan
Monday 8:30 am

**Symposium: The Pluralistic World of Contingent Work**
- 8:30-10:20 Hyatt West: Field

*Chairs:* Melissa S. Cardon, Columbia U.; Donna Blancero, Arizona State U.; George Marron, Arizona State U.; Glen E. Kreiner, Arizona State U., Main

Contingent Work and Institutional Commitment, Melissa S. Cardon, Columbia U.

The Role of Perceptions of Marginalization in Understanding Commitment and Perceived Organizational Support Among Contingent Workers, Tracey Honeycutt Sigler, Western Washington U.; Courtney Shelton Hunt, Northern Illinois U.

Are 'Contingent Workers' Contingent?: Exploring the Significance of the Varied Psychological Contracts of Temporary Workers, David Finegold, U. of Southern California; Laurie Bassi, American Society for Training and Development; Alec R. Levenson, Milken Institute; Ann Majchrzak, U. of Southern California; Mark Van Buren, American Society for Training and Development


*Discussants:* Melissa Barringer, U. Massachusetts, Amherst; Scott A. Johnson, Arizona State U.

Monday 9:00 am

**Paper: Issues in Compensation**
- 9:00-10:20 Hyatt West: McCormick

*Chair:* Joseph J. Martocchio, U. of Illinois, Urbana-Champaign

The Role of Organizational Justice in Pay and Employee Benefit Satisfaction, and Its Effects on Work Attitudes, Michel Tremblay, CIRANO; Bruno Sire, U. of Toulouse; David B. Balkin, U. of Colorado, Boulder

The Construct of Contingent Pay Satisfaction: Adding a New Dimension to the Pay Satisfaction Questionnaire, Michael C. Sturman, Louisiana State U.; Jeremy C. Short, Louisiana State U.

Cultural Specifics and Universals in Employee Responses to Pay Contingencies, Christine M. Hagan, Florida Atlantic U.; Mark F. Peterson, Florida Atlantic U.


*Discussants:* James H. Dulebohn, Georgia State U.; Greg Hundley, Purdue U.

Monday 10:40 am

**Paper: Person - Organization Fit and Employee Selection**
- 10:40-12:00 Hyatt West: Field

*Chair:* K. Michele Kacmar, Florida State U.

The Use of Person-Group fit for Employment Selection: A Missing Link in Person-Environment Fit, James D. Werbel, Iowa State U.

Personality and Personnel Selection: Reexamining the Impact of Motivated Distortion on Construct Validity, Brent Smith, Cornell U.

An Examination of Calculator Use on Employment Tests of Mathematical Ability, Susan M. Burroughs, U. of Tennessee, Knoxville; Mark N. Bing, U. of Tennessee, Knoxville

College Grade Point Average as a Selection Device: Ethnic Group Differences and Adverse Impact of a Forgotten Predictor of Job Performance, Philip L. Roth, Clemson U.; Philip Bobko, Gettysburg College

*Discussants:* Robert E. Ployhart, Michigan State U.; Craig J. Russell, U. of Oklahoma

Monday 12:20 pm

**Paper: Impact of Human Resources on Organizational Performance**
- 12:20-2:10 Hyatt West: Field

*Chair:* Debra J. Cohen, George Washington U.


Designing a HR System: The Roles of HR Specialists and Senior Managers, John F. Mc Mackin, Dublin City University Business School; Kathy Monks, Dublin City University Business School

Drug Testing Programs and Their Impact on Workplace Accidents, Frank S. Lockwood, Tallahassee Community College; Brian S. Klaas, U. of South Carolina; John E. Logan, U. of South Carolina; William R. Sandberg, U. of South Carolina

Monday 1:00 pm

542. **Symposium: Incorporating Personality in Theories and Research on Organizational Processes: Individual Differences in Behavior and Affect in Organizations**

- 1:00-2:10 Hyatt West: McCormick
- **Chair:** Stéphane Côté, U. of Michigan
- **Jobs, Careers, and Callings: Individual Differences in Goals for Reemployment**
  - Amy Wrzesniewski, U. of Michigan
- **When Emotions Run Amok: Exploring the Roles of Affect in Counterproductive Behavior at Work**
  - Suzy Fox, U. of South Florida; Paul E. Spector, U. of South Florida; Don Miles, U. of South Florida
- **Integrity in the Executive Suite: Leaders who Lie, Cheat, and Steal**
  - Judith M. Collins, Michigan State U.; Paul M. Muchinsky, U. of North Carolina, Greensboro
- **A Conditional Model of the Role of Individual Differences in Organizations**
  - Stéphane Côté, U. of Michigan; Debbie S. Moskowitz, McGill U.
- **Individual Differences in Feedback Propensities and Their Relationship to Training Performance**
  - David Herold, Georgia Institute of Technology

**Discussant:** Benjamin Schneider, U. of Maryland

Monday 2:30 pm

543. **Paper: Recruitment and Organizational Entry**

- 2:30-3:50 Hyatt West: Field
- **Chair:** Mary A. Gowan, U. of Central Florida
- **Establishing Person-Organization Fit During Organizational Entry**
  - Daniel M. Cable, U. of North Carolina, Chapel Hill; Charles K. Parsons, Georgia Institute of Technology
- **Effects of Message Framing in Job Advertisements on Organizational Attractiveness**
  - Todd Jay Thorsteinson, U. of Idaho; Scott Highhouse, Bowling Green State U.; Tania Fay, U. of Idaho
- **The Role of Salary Negotiations in Recruitment Outcomes**
  - Christopher O. L. H. Porter, Michigan State U.; Donald E. Conlon, Michigan State U.; Alison E. Barber, Michigan State U.
- **Recruitment and Job Choice: The Effects of Early Recruitment Practices on the Decision to Apply to an Organization**
  - Christopher Jon Collins, U. of Maryland; Cynthia Kay Stevens, U. of Maryland

**Discussants:** Marcia C. Cavanaugh, Cornell U.; James A. Breaugh, U. of Missouri, St. Louis

**Published in Conference Proceedings**

544. **Paper: Dysfunctional Workplace Behaviors: Violence, Sexual Harassment, Non-Contingent Punishment, and Aggression**

- 2:30-3:50 Hyatt West: McCormick
- **Chair:** Jonathan Monat, California State U., Long Beach
- **Workplace Violence in Public Schools: Risk Factors, Consequences, and Intervention Strategies**

**Monday 4:10 pm**

545. **Connecting Your Teaching Curriculum to the American Compensation Association Body of Knowledge Study**

- 4:10-5:20 Hyatt West: McCormick
- **Organizer:** Stella Nkomo, U. of North Carolina, Charlotte
- **Speakers:** Debra J. Cohen, George Washington U.; Pat Llantino, American Compensation Association

**Tuesday 8:30 am**


- 8:30-10:10 Hyatt West: Field
- **Chair:** Patrick M. Wright, Cornell U.
  - Brent Kelner, Rand Corporation
- **What Makes a High-Performance Workplace? Evidence from Retail Bank Branches**
  - Larry W. Hunter, U. of Pennsylvania
- **Determinants of Performance in Telecommunications Customer Service and Sales**
  - Rosemary Batt, Cornell U.

**Discussant:** John E. Delery, U. of Arkansas, Fayetteville

548. **Paper: Compensation System Effectiveness**

- 8:30-10:10 Hyatt West: McCormick
- **Chair:** Ronald Jay Karren, U. of Massachusetts, Amherst
- **A Goal-setting Framework for Gainsharing Effectiveness**
  - Elaine C. Hollensbe, U. of Kansas; James P. Guthrie, U. of Kansas
- **The Cost of Agency: The Effect of Managerial Stockholdings on Employee Participation in Company Financial Returns**
  - Nien-Chi Liu, National Tsinghua U.; Avner Ben-Ner, U. of Minnesota
- **How Do Company Differences in Pay for Performance Strategy Influence Intrinsic Motivation, Extrinsic...**
Tuesday 10:30 am

549. Symposium: New Approaches to Understanding Employees’ Affective and Behavioral Responses to Multi-Rater Feedback Systems
- 10:30-11:50 Hyatt West: Field
  Chair: Raymond A. Noe, Ohio State U.
  Organizer: Marcia J. Simmering, Louisiana State U.
  Toward Greater Understanding of the Construct Validity of Managerial Performance Ratings, Steven E. Scullen, North Carolina State U.
  Discussant: Cheri Ostroff, Arizona State U.

550. Paper: Team and Leadership Processes
- 10:30-11:50 Hyatt West: McCormick
  Chair: Anson Seers, Virginia Commonwealth U.
  The Makings of a Team Leader: The FFM and Cognitive Ability, Simon Taggar, Memorial U. of Newfoundland; Sudhir Saha, Memorial U. of Newfoundland
  Discussants: Elizabeth Ravlin, U. of South Carolina; Christine Marie Riordan, U. of Georgia

Tuesday 2:00 pm

- 2:00-3:20 Hyatt West: Field
  Chair: David B. Balkin, U. of Colorado, Boulder
  The Shamrock Organization: Determinants and Consequences of Externalization, Venkat Bendapudi, Ohio State U.; Ronald A. Ash, U. of Kansas
  Published in Conference Proceedings
  Strategic and Environmental Determinants of HRM Innovations in Post-Socialist Poland, Marc Glenn Weinstein, U. of Oregon; Krzysztof Obloj, U. of Warsaw
  Information Value in High Involvement Work Systems: The Adoption of Participation in Hospitals, Gil A. Preuss, Case Western Reserve U.
  Discussants: Susan E. Jackson, Rutgers U., New Brunswick; Judith A. Tansky, Ohio State U.

552. Paper: Flexible Work Arrangements
- 2:00-3:20 Hyatt West: McCormick
  Chair: Charles E. Lance, U. of Georgia
  An Individual-Level Model of Telecommuting, David G. Allen, U. of Memphis; Robert W. Renn, U. of Memphis; Rodger W. Griffeth, Georgia State U.
  Teleworking: Frameworks for Organizational Research, Kevin Daniels, U. of Sheffield; David Andrew Lamond, Macquarie U.; Peter Standen, Edith Cowan University
  Role Conflict and the Effects of Flexible Work Arrangements on Applicant Attraction, Barbara L. Rau, U. of Wisconsin, Oshkosh; MaryAnne M. Hyland, Rutgers U., Livingston;
  "Dick" Baynton, Industry Consultant
  Telecommuting: Manager Control and Employee Development in One Public and Two Private Organizations ORGANIZATIONS, Cecily D. Cooper, U. of California; Diane E. Bailey, Stanford U.
  Discussants: Karen J. Jansen, Cornell U.; Raymond T. Sparrowe, Cleveland State U.

Tuesday 3:40 pm

553. HR Business Meeting
- 3:40-5:00 Hyatt West: Field
  Division Chair: Robert Gatewood, U. of Georgia

Tuesday 5:30 pm

554. HR Social Hour
- 5:30-7:30 Hyatt West: Water Tower

Wednesday 8:30 am

- 8:30-10:20 Hyatt West: Field
  Chair: John Lust, Illinois State U.
  Development of an Instrument to Assess the Strategic Orientation of HRM, Nagaraj Sivasubramaniam, State U. of New York, Binghamton; K Galen Kroeck, Florida International U.
  Published in Conference Proceedings
  The Impact of Industrial Relations Climate, Organizational Commitment, and Union Loyalty on Organizational Performance: A Longitudinal Study, Stephen J. Deery, U. of Melbourne, Australia; Roderick D. Iverson, U. of Melbourne, Australia
  Winner of HR Division Best Paper Award
  Published in Conference Proceedings
  Strategic Utility Analysis, Elizabeth F. Cabrera, Universidad Carlos III, Madrid; Angel Cabrera, Instituto de Empresa

Published in Conference Proceedings
Examining the Human Resource Architecture: The Moderating Effects of Strategic Orientation, David P. Lepak, U. of Maryland; Scott A. Snell, Pennsylvania State U.

Discussant: Edilberto Montemayor, Michigan State U.

**Wednesday 10:40 am**

556. Paper: Assessing Employee Performance  
- 10:40-12:00 Hyatt West: Field  
Chair: Lucy McClurg, Georgia State U.


Employee Input in the Development of Performance Appraisal Systems, Bennett Cherry, U. of Arizona; Stephen W. Gilliland, U. of Arizona

Accuracy and Its Determinants in Distributional Assessment, Jeffrey S. Kane, Chinese U. of Hong Kong

Discussants: Howard J. Klein, Ohio State U.; Kenneth G. Wheeler, U. of Texas, Arlington

557. Symposium: HR outsourcing: determinants and consequences  
- 10:40-12:00 Hyatt West: McCormick  
Chair: Herbert G. Heneman III, U. of Wisconsin, Madison

Outsourcing the HR function: The Effects of Strategic Orientation, David P. Lepak, U. of Maryland; Sharyn Gardner, U. of Maryland

The Outsourcing of Human Resource Activities in Canada, Michel Tremblay, CIRANO; Paul Lanoie, CIRANO; Michel Patry, CIRANO; Michelle Lacombe, CIRANO

HR Outsourcing: Determinants of PEO Client Reactions, John McClendon, Temple U.

HR Outsourcing in Small and Medium Enterprises, Brian S. Klaas, U. of South Carolina; Thomas W. Gainey, U. of South Carolina
### International Management

**Program Chair: Farok Contractor, Rutgers University**  
**Workshop Chair: Srilata Zaheer, University of Minnesota**

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
<th>Regular Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>Monday</td>
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<td>International Human Resource M • HW: Dusable</td>
<td>78 International Research Collabo • HW: Goldcoast</td>
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<td>5:00 pm</td>
<td>IM: Polar Winds to Tropical Pa • HW: Field</td>
<td>79 Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
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<td>80 Reception for the New Doctoral • S: Gball I</td>
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<td>IM Workshop for Non-US Partici • HW: Field</td>
<td>81 Critical Management Studies: B • HW: Comiskey</td>
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<td>82 Critical Management Studies: P • HW: Columbian</td>
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<td>83 Critical Management Studies: • HW: Buckingham</td>
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<td>84 Critical Management Studies: P • HW: Comiskey</td>
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<td>9:00 am</td>
<td>IMD Junior Faculty Consortium • HW: Haymarket</td>
<td>85 New Doctoral Student Consortiu • S: Gball I</td>
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<td>10:00 am</td>
<td>IMD Doctoral Consortium • HW: Picasso</td>
<td>86 Teaching International Manag • HW: Goldcoast</td>
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<td>87 OD/IM/MED/GDO/CAR: Time Management • HE: Skyway 269</td>
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<td>88 SME Development Programs in Ec • HW: McCormick</td>
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<td>89 IAOM: Competing in Latin America • S: Alpine II</td>
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<td>3:00 pm</td>
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<td>90 IPC: SME Development Programs • HW: McCormick</td>
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<td>3:45 pm</td>
<td>IM: Korean Case of Restructuring • HW: Goldcoast</td>
<td>91 Management of the Tenure Proce • S: Alpine II</td>
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<td>4:00 pm</td>
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<td>92 Critical Management Studies: P • HW: Comiskey</td>
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<td>6:00 pm</td>
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<td>93 IAOM: Business Meeting &amp; Dinner • S: Alpine II</td>
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<td>6:30 pm</td>
<td>IM PDW Reception • HW: Regency Ball A(S)</td>
<td>94 Critical Management Studies: • HW: Comiskey</td>
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<td>97 Critical Management Studies: • HW: Columbian</td>
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<td>IMD Division Doctoral Consortiu • HW: Picasso</td>
<td>98 Critical Management Studies: P • HW: Buckingham</td>
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<td>99 Critical Management Studies: P • HW: Comiskey</td>
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<td>100 Cultural Complexity • HW: Regency Ball D(N)</td>
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<td>101 Critical Management Studies: P • HW: Comiskey</td>
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<td>102 Division Welcome • HE: Columbus C/D</td>
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<td></td>
<td>2:30 pm</td>
<td>P: Institutional Theory &amp; Int’l M • HE: Columbus H</td>
<td>103 P: Global Alliances • HE: Wacker West (1)</td>
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<td></td>
<td>4:10 pm</td>
<td>P: Cross-cultural Issues in IM • HE: Columbus H</td>
<td>104 P: Emerging Markets • HE: Wacker West (1)</td>
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<td></td>
<td>5:00 pm</td>
<td>P: Knowledge &amp; Global Firms • HE: Columbus C/D</td>
<td>105 P: Cross-border Knowledge Train • HW: Water Tower</td>
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<td>6:00 pm</td>
<td>P: Multicultural Teams • HE: Columbus C/D</td>
<td>106 P: Management Changes in Japan • HE: Wacker West (3)</td>
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<td>8:00 pm</td>
<td>Mode of Entry Foreign Markets • HE: Columbus H</td>
<td>107 P: Knowledge Transfer • HW: Water Tower</td>
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<td>10:00 pm</td>
<td>P: Integration/Control For Affil • HE: Columbus C/D</td>
<td>108 P: Corp. Govern. in Plural World • HW: Regency Ball D(N)</td>
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<td>10:30 pm</td>
<td>P: Entreprin Emerging Nations • HE: Columbus H</td>
<td>109 P: E-mail and E-commerce • HE: Columbus E/F</td>
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<td></td>
<td>2:00 pm</td>
<td>P: Building a Global Strategy • HE: Columbus H</td>
<td>110 P: Entry Mode Choices • HE: Wacker West (3)</td>
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<td></td>
<td>3:40 pm</td>
<td>Knowledge Across Borders • HE: Columbus C/D</td>
<td>111 P: Change, Commitment &amp; Culture • HE: Wacker West (3)</td>
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<td>5:30 pm</td>
<td>Distinguished Scholar Forum • HE: Columbus H</td>
<td>112 JS: NOFIA • HW: Comiskey</td>
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<td></td>
<td>8:30 pm</td>
<td>IM Business Meeting &amp; Social • HE: Columbus C/D</td>
<td>113 JS: Global Convergence in HRM • HW: Comiskey</td>
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<tr>
<td></td>
<td>9:00 am</td>
<td>HRM in the Global Firm • HE: Columbus H</td>
<td>114 JS: Investment, Trade &amp; Knowledge • HE: Wacker West (3)</td>
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<td></td>
<td>10:00 pm</td>
<td>P: Conflict &amp; Negotiation Mgt • HE: Columbus H</td>
<td>115 JS: Project management • S: Engelberg</td>
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<tr>
<td></td>
<td>12:20 pm</td>
<td>IM Member Feedback/Reflection • HE: Columbus H</td>
<td>116 JS: Turnover and Retention • HE: GndBall C(N)</td>
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<td></td>
<td>12:20 pm</td>
<td>P: Integration/ Control For Affil • HE: Columbus C/D</td>
<td>117 JS: Issues and Solutions in Global • HE: GndBall E</td>
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<tr>
<td></td>
<td>12:20 pm</td>
<td>M: IM Member Feedback/Reflection • HE: Columbus C/D</td>
<td>118 HRM lessons from 13 countries • HW: Water Tower</td>
</tr>
</tbody>
</table>
Friday 1:00 pm

**558. International Human Resource Management: Where Are We Now and Where Are We Going?**
- 1:00-5:00 Hyatt West: Dusable
- Workshop to take stock of research in international HRM
- **Organizers:** Schon L. Beechler, Columbia U.; Mary Ann Von Glinow, Florida International U.
- **Panel:** Sully Taylor, Portland State U.; Nakiye A. Boyacigiller, San Jose State U.; Vladimir Pucik, IMD; Allan Bird, California Polytechnic U.

**559. IM: Polar Winds to Tropical Paradises: Management Research in the Americas**
- 1:00-6:00 Hyatt West: Field
- Participative workshop to develop a research program on the Americas
- **Organizer:** Betty Jane Punnett, U. of the West Indies / U. of Windsor
- **Presenters:** Terri R. Lituchy, Concordia U., Montreal; Annabella Davila, Instituto Tecnologico y de Estudios Superiores de Monterrey; Andrea Blackwood-Harriot, U. of West Indies; Neusa Santos, Universidad Pontifica Catholica, Brazil; Paul Simmonds, Florida State U.; Diana Wong, Bowling Green State U.; Jose G. Vargas-Hernandez, Universidad de Colima

Friday 7:00 pm

**560. IM Workshop for Non-US Participants at the Academy of Management**
- 7:00-9:00 Hyatt West: Field
- How to network and have fun at the Academy! (Light refreshments provided)
- **Organizers:** Ellen Kaye Gehrke, U. S. International U.; Susan C. Schneider, HEC, Geneva
- **Presenters:** Carlos Garcia-Pont, IESE; Kazuhiro Asakawa, Keio Business School; Mary Ann Von Glinow, Florida International U.; Richard T. Mowday, U. of Oregon; Per-Ola Ulvenblad, Halmstad U.

Saturday 9:00 am

**561. IMD Junior Faculty Consortium**
- 9:00-5:30 Hyatt West: Haymarket
- By invitation only
- **Coordinator:** Sully Taylor, Portland State U.
- **Panel:** Christopher Bartlett, Harvard U.; Schon L. Beechler, Columbia U.; Nakiye A. Boyacigiller, San Jose State U.; Hal B. Gregersen, Brigham Young U.; Mauro F. Guillen, Princeton/U. of Pennsylvania; Joyce S. Osland, U. of Portland; Stephen B. Tallman, Cranfield U. / U. of Utah; Eleanor Westney, Massachusetts Institute of Technology

**562. IMD Doctoral Consortium**
- 9:00-5:30 Hyatt West: Picasso
- By invitation only
- **Coordinator:** Udo Zander, Institute of International Business / Stockholm School of Business

Saturday 3:45 pm

**563. Restructuring and Transformation in Asia: The Korean Case**
- 3:45-5:45 Hyatt West: Goldcoast

Chair: Hak-Chong Lee, Yonsei U.
**Panel:** Michael Byungnam Lee, LG Management Development Institute; Yukiko Fukagawa, Aoyama Gakuin U.; Richard Steers, U. of Oregon
**Presenters:** Ku-Hyun Jung, Yonsei U.; Ingyu Oh, U. of Waikato; Hun-Joon Park, Bowling Green State U.

Saturday 6:30 pm

**564. IM PDW Reception**
- 6:30-8:00 Hyatt West: Regency Ball A(S)
- **For Junior Faculty and Doctoral Consortium and Workshop participants**
- **Organizer:** Srilata A. Zaheer, U. of Minnesota

Sunday 8:30 am

**565. IMD Junior Faculty Consortium**
- 8:30-12:00 Hyatt West: Haymarket
- By invitation only
- **Coordinator:** Sully Taylor, Portland State U.

**566. IM Division Doctoral Consortium**
- 8:30-10:30 Hyatt West: Picasso
- By invitation only
- **Coordinator:** Udo Zander, Institute of International Business / Stockholm School of Business

Sunday 10:30 am

**567. Barry M. Richman Dissertation Awards Finalists**
- 10:30-12:00 Hyatt West: Wrigley
- **Finalists for the IM Best Dissertation Award will present their research**
- **Chair:** John Michael Geringer, California Poytechnic U.
- **Coordinator:** Udo Zander, Institute of International Business / Stockholm School of Business

Monday 8:45 am

**568. Division Welcome**
- 8:45-9:00 Hyatt East: Columbus C/D
- **Welcomers:** Farok J Contractor, Rutgers U., Newark/New Brunswick; Srilata A. Zaheer, U. of Minnesota; Stephen B. Tallman, Cranfield U. / U. of Utah; Douglas Nigh, U. of South Carolina; John Michael Geringer, California Poytechnic U.

Monday 9:00 am

**569. Paper: Institutional Theory Applied to Multinational Operations**
- 9:00-10:20 Hyatt East: Columbus H
- **Chair:** Yair Aharoni, Tel Aviv U.
- **Mitigating the Liability of Foreignness: Corporate Citizenship in Global Companies**
- Charles J. Fombrun, New York U.; Naomi A. Gardberg, New York U.
- **When the Cat's Away: A Content Analysis of MNC Overseas Recruitment Print Ads**
- Siew Meng Leong, National U. of Singapore; Hwee Hoon Tan, National U. of Singapore; Marissa Loh, National U. of Singapore
- **A Research Note on the Phenotype Interpretation of Isomorphism and Diversity: Company Structures and Strategies in the International Computer Industry**
- Geert Duysters, U. of Maastricht / MERIT; John Hagedoorn, U. of Maastricht / MERIT
- **Organizational Adaptation in Transition Economies: A Study of the Central European Banking Industry**
- Laszlo Tihanyi,
Discusant: Srilata A. Zaheer, U. of Minnesota

570. Paper: Emerging Country Investment: Managerial Attitudes and Strategy
   * 9:00-10:20 Hyatt East: Columbus C/D
   ** Chair:** Daniel Fogel, U. of Pittsburgh
   Competitive Positioning and Rivalry in Emerging Market Risk-Assessment, Gerry McNamara, Michigan State U.; Paul Vaaler, Tufts U.
   Managerial Attitudes Towards Technology and Innovation in Developed and Developing Countries, Pedro David Perez, Cornell U.; Lois Peters, Rensselaer Polytechnic Institute
   Japanese Firm’s Investment Strategies In Emerging Economies, Andrew Delios, Hong Kong U. of Science and Technology; Witold Jerzy Henisz, U. of Pennsylvania
   Discussion: Bindu Vyas, Rutgers U., Newark/New Brunswick

Monday 10:40 am

571. Paper: Cross-cultural Issues in International Management
   * 10:40-12:00 Hyatt East: Columbus H
   ** Chair:** Nancy J. Adler, McGill U.
   Evolution of Culture Assimilators: Toward Theory-Based Assimilators, Dharm P. S. Bhawuk, U. of Hawaii
   Work Goals in Israel: Change in Their Importance Among the Same People, Over the Course of Time, Itzhak Harpaz, U. of Haifa; Moshe Sharabi, U. of Haifa
   Published in Conference Proceedings
   Reflections on Hofstede’s Mas/Fem Dimension: New Evidence from China, Carolyn Erdener, Hong Kong Baptist U.
   Discussion: Karen L. Newman, McDonough School of Business, Georgetown U.

572. Paper: Managing and Acquiring Knowledge in Global Firms
   * 10:40-12:00 Hyatt East: Columbus C/D
   ** Chair:** Andrew C. Inkpen, Thunderbird
   Technological Evolution in Multinational Subsidiaries: An Empirical Investigation, Paul C. Almeida, Georgetown U.; Anupama Phene, U. of Texas, Dallas
   Time’s Arrow: The Impact of Differences in the Time Perspective on Knowledge Management in a Multicultural Context, Mary J. Waller, U. of Illinois, Urbana-Champaign; Cristina B. Gibson, Center for Effective Organizations, USC
   Knowledge as Property: The Commercialization of Biotechnology in the United States and France, Michelle Gittelman, New York U.

Monday 2:30 pm

575. Paper: Expatriations on Expatriation
   * 2:30-3:50 Hyatt East: Columbus H
   ** Chair:** Rajib Sanyal, College of New Jersey
   An Empirical Examination of Expatriate Managerial Behaviors and Multiple Indicators of Effectiveness, Jeffrey Patrick Shay, Cornell U.; J. Bruce Tracey, Cornell U.
   Going global: A cross-cultural study of the willingness of new hires to accept expatriate assignments, Mary Cianni, Towers Perrin; Phyllis Tharenou, Monash U., Caulfield
   Selection of Expatriates for Regional Business Operations in Asia:A Study of MNE Managers in Singapore, Osman-Gani M. A. Ahad, Nanyang Technological U., Singapore; Wee-Liang Tan, Nanyang Technological U., Singapore; Thian-Ser Toh, Singapore Management University

Discussion: Michael David Lord, Wake Forest U.
**International Management**

**Monday 4:10 pm**

**Paper: Cross-border Alliances**
- **Chair:** Anil Gupta, U. of Maryland
- Interdependence, Cultural Congruence, and Social Connectedness Between Alliance Partners: The Determinants of Global Strategic Alliance Survival, Christine M. Chan, Chinese U. of Hong Kong; Shige Makino, Chinese U. of Hong Kong

**Published in Conference Proceedings**

The Impact of the Traits of Local Partner Firms on International Joint Venture’s Performance: The Analysis of 117 IJVs in South Korea, Dong-Sung Cho, Seoul National U.; Hyeon-Deog Cho, Seoul National U.

Building a Foreign Sales Base: The Roles of Capabilities and Alliances for Entrepreneurial and Established Enterprises, Semiconductors Firms, Michael J. Leiblein, Ohio State U., Columbus; Jeffrey J. Reuer, INSEAD

**Tuesday 8:50 am**

**Paper: Choosing the Optimal Organizational Mode for Foreign Market Entry**
- **Chair:** Harry Barkema, U. of Tilburg
- The Foreign Market Servicing Behavior of Large Multinational Corporations: An Empirical Investigation, Jane F. Craig, U. of New South Wales

**Published in Conference Proceedings**


Entry Mode Selection During International Expansion: The Case of MNEs in an Emerging Market, Yadong Luo, U. of Hawaii

The Impact of Cultural and Geographic Distance, Country Experience and Multiple Sources of Technological Competencies on the Choice Between Foreign Direct Investment and Technology Licensing, Andrea Fosfuri, Universidad Carlos III, Madrid; Ashish Arora, Carnegie Mellon U.

**Discussant:** Jaeyong Song, Columbia U.

**Tuesday 10:30 am**

**Paper: Entrepeneurial Leadership in Emerging Markets**
- **Chair:** Kevin B. Lowe, U. of North Carolina, Greensboro
- Privitization and Economic Liberalization: the Role of the Entrepreneur as a Catalyst for Change in Transition Economies, Ben L. Kedia, U. of Memphis; Charles Clay Dibrell, U. of Memphis; Paula D. Harveston, U. of Memphis

**Published in Conference Proceedings**

Social Contact in a Geographically Distributed Team: A Social Network Perspective, Aparna Joshi, Rutgers U., New Brunswick; Paula M. Caligiuri, Rutgers U., New Brunswick

**Discussant:** Wesley David Sine, Cornell U.
Chair: Centers of Excellence in Multinational Corporations, Julian W. Configuration and Diversification Across Borders

Discussant: In the Influence of Industry and Firm-level Effects on Global of Technology Spillovers from Foreign Direct Investment in the Indian Pharmaceutical Industry, Susan Elizabeth Feinberg, U. of Maryland; Sumit K. Majumdar, Imperial College of Science, Technology and Medicine

The Role of Pioneering Advantage in the Entrepreneurial Transformation of Newly Privatized Enterprise, Jonathan Paul Doh, American U.


A Cross-Cultural Study of Leader Power in the U.S. and South Korea, M. Afzalur Rahim, Western Kentucky U.; Nam Hyeon Kim, Keimyung U., South Korea; David T. Antonioni, U. of Wisconsin, Madison; Clement Psenicka, Youngstown State U.

Discussion: Samir Youssef, American U., Cairo

Paper: Values in Global Companies: Ethics, Creativity & Job Satisfaction
- 10:30-11:50 Hyatt East: Columbus C/D
Chair: Colette Frayne, California State Polytechnic U., San Luis Obispo
Creativity in a Cultural Context, Rose Trevelyan, Australian Graduate School of Management
A Single Framework for the Ethical and Strategic Global Manager, Scott J. Reynolds, U. of Minnesota
Published in Conference Proceedings
Effect of Cultural Variation on the Behavioral Response to Declining Job Satisfaction, David C. Thomas, U. of Auckland; Kevin Au, Chinese U. of Hong Kong
Discussion: Simcha Ronen, Tel Aviv U.

Tuesday 2:00 pm

Paper: Building a Global Strategy: Structure, Configuration and Diversification
- 2:00-3:20 Hyatt East: Columbus H
Chair: Rakesh B. Sambharya, Rutgers U., Camden
Centers of Excellence in Multinational Corporations, Julian Birkinshaw, London Business School; Prescott C. Ensign, U. of Western Ontario; Tony S. Frost, U. of Western Ontario, Ivey School of Business
Self-Regulation and the Sanctuary Strategy: Competitive Advantage through Domestic Cooperation by Japanese Firms, Ulrike Schaeeda, U. of California
Institutional Pressures, Strategic Responses, and Foreign Subsidiary Performance, Deyin Xu, York U.
Discussion: Hemant Merchant, Simon Fraser U.

Paper: Transfer of Knowledge and Technology Across Borders
- 2:00-3:20 Hyatt East: Columbus C/D
Chair: Anju Seth, U. of Illinois, Urbana-Champaign
Technology Spillovers from Foreign Direct Investment in the Indian Pharmaceutical Industry, Susan Elizabeth Feinberg, U. of Maryland; Sumit K. Majumdar, Imperial College of Science, Technology and Medicine

Managing Technology Transfer Across Borders: Normative and Cognitive Considerations, Kamal Ahmed Munir, McGill U.
The Transfer of Knowledge in the Multinational Corporation: Considering Context, Adva Dinur, Temple U.; Andrew C. Inkpen, Thunderbird; Robert Hamilton, Temple U.
Discussion: Joanne Oxley, U. of Michigan

Tuesday 3:40 pm

AICM-IMD Distinguished Scholar Forum: Vertical and Horizontal Individualism and Collectivism: Implications for International Comparative Management
- 3:40-5:15 Hyatt East: Columbus H
Co-Chairs: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign; Dick Peterson, U. of Washington
Speaker: Harry C. Triandis, U. of Illinois, Urbana-Champaign
Panelists: Wayne F. Cascio, U. of Colorado, Denver; Peter W. Dorfman, New Mexico State U.; Chris Earley, Indiana U.; Karlene A. Roberts, U. of California, Berkeley

Tuesday 5:30 pm

- 9:00-10:20 Hyatt East: Columbus H
Chair: Dick Peterson, U. of Washington
A Comparison of Pay Values by Organizational Type in China, Russia, and the United States: Support for the Divergence, Crossvergence or Convergence Theories of Cultural Values Adaptation?, Jane K. Giacobbe-Miller, U. of Massachusetts; Daniel J. Miller, Central Connecticut State U.; Vladimir I. Victorov, St. Petersburg State Technical U.
Published in Conference Proceedings

Published in Conference Proceedings


Training and Human Resource Development Among Indigenous Firms and MNC Affiliates in East and Southeast Asia, Kenneth R. Bartlett, U. of Illinois, Urbana-Champaign; Johnseok Bae, Hanyang U.; Shyh-Jer Chen,
Growing in a Foreign Soil: A Review of Subsidiary Evolution, Cyril Daniel Bouquet, U. of Western Ontario
Capabilities, Survival and the Profitability of Foreign Subsidiaries, Andrew Delios, Hong Kong U. of Science and Technology; Paul W. Beamish, U. of Western Ontario

Discussant: Udo Zander, Institute of International Business / Stockholm School of Business

Wednesday 12:20 pm

591. Meeting: IM Division Member Feedback and Reflection
- 12:20-2:10 Hyatt East: Columbus H

Members of the IM Division are urged to provide feedback and suggestions for organizing the next meeting, as well as comments on the overall running of the division. We depend on member ideas and initiatives to develop our mission.

Chair: Stephen B. Tallman, Cranfield U. / U. of Utah

Division Welcomers: Douglas Nigh, U. of South Carolina; Srilata A. Zaheer, U. of Minnesota

Facilitator: Farok J Contractor, Rutgers U., Newark/New Brunswick

Wednesday 10:40 am

589. Paper: Conflict and Negotiation Management in Multi-cultural Firms
- 10:40-12:00 Hyatt East: Columbus H

Chair: Nickolas Athanassiou, Northeastern U.


Whistle-Blowing Behavior in a Global Economy: An Extended Model, Michael T. Rehg, Air Force Institute of Technology; Arvind Parkhe, Indiana U., Bloomington


Why Don't They Fight Each Other? Cultural Diversity and Operational Unity in Multinational Peacekeeping Forces, Efrat Elron, Hebrew U.; Boas Shamir, Hebrew U.; Eyal Ben-Ari, Hebrew U.

Discussant: Tatiana Kostova, U. of South Carolina

590. Paper: International Expansion and Evolution
- 10:40-12:00 Hyatt East: Columbus C/D

Chair: Anisya S. Thomas, Stockholm School of Economics


Flows of Local Market Knowledge within the Firm: An Expanded View of Entry into New International Markets, Michael David Lord, Wake Forest U.; Annette L. Ranft, West Virginia U.
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<tr>
<td>11:15 am</td>
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<td>1:00 pm</td>
<td><strong>Regular Program</strong></td>
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<td>MED Workshop: Bringing life to management education  • S: Gball 2</td>
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<td>MED: Exploring Change  • S: Gball 1</td>
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<td>MED: Self-Managed Teams in Classroom  • S: Gball 1</td>
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<td>MED: Escape from Cluelessness  • HW: Toronto</td>
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<td>Critical Management Studies: B  • HW: Comiskey</td>
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<td>MED: Experiential Learning  • HE: Skyway 284</td>
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<td>MED: Contemplation Methods  • HE: Skyway 285</td>
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<td>MED: Work with Diverse Students  • HE: Skyway 284</td>
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<td>MED: Undergrad Bus Experience  • HE: Skyway 285</td>
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<td>MED: Pedagogy for Plurality  • HE: Skyway 284</td>
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<td>MED: Contract Grading  • HE: Skyway 285</td>
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<td>MED: Employee Change  • HE: Skyway 284</td>
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<td>MED &amp; Jnl. of Management Ed. Reception  • HW: Toronto</td>
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<td>MED Doctoral Consortium. Chang  • HE: Skyway 269</td>
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<td>MED/OCIS: Mastering the Case Method of Teaching  • HW: Regency Ball D(N)</td>
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<td>JS: Euphonic Pedagogy: Musical  • S: Alpine II</td>
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<td>JS: Education &amp; Knowledge  • HE:Wacker West (5)</td>
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<td>OD: Past, Present,Future  • HW: Water Tower</td>
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<td>Global Corporate Citizenship  • S: Gbal 3</td>
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<td>JS: The Academy and the Media  • S: Gbal l</td>
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Friday 1:00 pm

592. Bringing Life to Management Education: Creating Real Organizations for Real Learning
   - 1:00-5:00 Swiss: Gball 2
   Organizer: Steven M. Maser, Willamette U.
   Introduction: James A. F. Stoner, Fordham U.
   Presenter: Jeffrey D. Ford, Ohio State U.

Friday 3:00 pm

594. Self-Managed Teams in the Classroom: Process and Problems
   - 3:00-5:00 Swiss: Gball I
   Presenter: Robert Silvers, Central Washington U.

Friday 5:30 pm

595. Escape from Cluelessness
   - 5:30-7:00 Hyatt West: Toronto
   Introduction: Colleen Jones, U. of Nebraska
   Presenter: Lee G. Bolman, U. of Missouri, Kansas City

Saturday 8:00 am

596. Making Experiential Learning More Effective
   - 8:00-9:30 Hyatt East: Skyway 284
   Organizer: Erwin Rausch, Didactic Systems, Inc.
   Facilitators: John B. Washbush, U. of Wisconsin, Whitewater; Jeffrey A. Mello, Golden Gate U.

597. Helping Students and Practitioners Navigate their Journeys: Contemplative Methods as Anchors in Times of Discontinuous Change
   - 8:00-9:30 Hyatt East: Skyway 285
   Organizer: Robert Silvers, Central Washington U.
   Presenters: Robert Silvers, Central Washington U.; Judith White, California State U., Monterey Bay

Saturday 10:00 am

598. Working with Diverse Students: Designing Strategies to Assist Faculty in Doing Their Homework
   - 10:00-11:30 Hyatt East: Skyway 284
   Organizer: Susan A. Comerford, U. of Vermont
   Presenters: Jill Dailey, George Mason U.; Mary J.J. Fambrough, Case Western Reserve U.; Esther Wyss-Flamm, Case Western Reserve U.

599. Development of an Integrative Undergraduate Business Experience
   - 10:00-11:30 Hyatt East: Skyway 285
   Organizer: D. Kent Zimmerman, James Madison U.

Saturday 1:00 pm

600. Pedagogy for Plurality: Journeys with Students beyond "The One Best Way"
   - 1:00-2:30 Hyatt East: Skyway 285
   Coordinators: Ian C. Palmer, U. of Technology, Sydney; Cynthia Hardy, U. of Melbourne, Australia
   Presenters: Ian C. Palmer, U. of Technology, Sydney; Cynthia Hardy, U. of Melbourne, Australia

   - 1:00-2:30 Hyatt East: Skyway 285
   Organizer: Tammy Bunn Hiller, Bucknell U.
   Presenters: Tammy Bunn Hiller, Bucknell U.; Amy B. Hietapelto, Michigan Technological U.

Saturday 3:00 pm

602. Employee Change and Development in a Pluralistic Work Setting
   - 3:00-4:30 Hyatt East: Skyway 284
   Presenter: Minnette A. Bumpus, American U.

603. Hospitable to the Human Spirit: An Imperative for Organizations
   - 3:00-4:30 Hyatt East: Skyway 285
   Introduction: Anne M. McCarthy, Colorado State U.
   Presenter: Dorothy A. Marcic, Vanderbilt U.

Saturday 6:30 pm

   - 6:30-8:00 Hyatt West: Toronto
   Hosts: Diana Billimoria, Case Western Reserve U.; Bill Ferris, Western New England College

Saturday 9:00 pm

605. OBTS/MED Talent Show
   - 9:00-10:00 Hyatt West: Toronto
   Organizer: D. Kent Zimmerman, James Madison U.

Sunday 8:00 am

606. Creating a Communication-Focused Business Curriculum
   - 8:00-10:00 Swiss: Alpine I
   Organizer: Mary C. Meisenhelter, York College of Pennsylvania
   Panel: Becky Smith, York College of Pennsylvania; Ken Slaysman, York College of Pennsylvania; Chris Meisenhelter, York College of Pennsylvania; Janice Jackson, York College of Pennsylvania; Mary Graham, York College of Pennsylvania; Normandie Gaitley, York College of Pennsylvania; Dominic Delli Carpini, York College of Pennsylvania

607. MED Doctoral Consortium. Change and Development: The Journey from Student to Teacher
   - 8:00-12:00 Hyatt East: Skyway 269
Sunday 10:00 am

508. Breaking Up is Hard to Do
  • 10:00-12:00 Swiss: Alpine I
  **Presenters:** Peter J. Frost, U. of British Columbia; Carolyn P. Egri, Simon Fraser U.; Ken Keleman, Western Washington U.

509. E-Media Journeys in the Pluralistic World of the Academy
  • 10:00-12:00 Swiss: Alpine II
  **Organizer:** Charles Wankel, St. John's U., New York
  **Presenters:** Alan B. Eisner, Pace U.; Raghu Garud, New York U.

Monday 8:30 am

510. Division Welcome
  • 8:30-8:50 Swiss: Alpine II
  **SCHEDULING NOTE:** Immediately following the Division Welcome, the joint ODC-MED session: "Euphonic Pedagogy: The Teaching of Musical Themes as a Metaphor for Organizational Effectiveness" will start in this room (Alpine Room II) at 9:00 am.
  **Division Chair:** William P. Ferris, Western New England College
  **Program Chair:** James A. F. Stoner, Fordham U.
  **Professional Development Workshop Chair:** Robert DeFillippi, Suffok U.
  **Division Chair-Elect:** Charles Wankel, St. John's U., New York
  **Division Chair: João da Cunha, Universidade Nova de Lisboa**
  **Organizers:** Patricia M. Fanet, U. of Washington, Tacoma; Richard O. Aberhalden, U. of Washington, Tacoma
  **Facilitators:** David J. Lemak, Washington State U., Tri-Cities; David Van Fleet, Arizona State U., West
  **Chair:** João da Cunha, Universidade Nova de Lisboa
  **Presenters:** Peter J. Frost, U. of British Columbia; Carolyn P. Egri, Simon Fraser U.; Ken Keleman, Western Washington U.

511. Symposium: Using Distance Learning Technologies to Teach Management
  • 2:30-3:50 Swiss: Alpine II
  **Chairs:** Anil Nair, Old Dominion U.; Steven D. Maurer, Old Dominion U.
  **A Knowledge Infusion Model For Transforming Experiential Classroom Learning Onto Internet Media: An Illustration, Bhatt Vadlamani, Baruch College/City U. of New York
  **Distance Learning Using Satellite Broadcast Technology, Anne Raymond Savage, Old Dominion U.
  **Anytime/Anyplace: HRM Course On The Web, Randall B. Dunham, U. of Wisconsin
  **National Technological University's Distance Learning Programs, Gearold R. Johnson, National Technological U
  **Opportunities And Challenges Of Distance Learning Technologies, Suresh Kotha, U. of Washington
  **Discussant:** Suresh Kotha, U. of Washington

Monday 10:40 am

  • 10:40-12:00 Swiss: Alpine II
  **Organizer:** Judith A. Neal, U. of New Haven
  **Discussants:** Tom Brown, Management General; Regina A. Greenwood, Kettering U.; Kenneth Murrell, U. of West Florida

Monday 12:20 pm

513. Paper: Making the Internet Work for All of Us
  • 12:20-2:10 Swiss: Alpine II
  **Chair:** Kurt A. Heppard, U. S. Air Force Academy
  **Technology-Mediated Distance Learning: Adult Education, Steve G. Green, U. S. Air Force Academy
  **Opportunities And Challenges Of Distance Learning Technologies, Suresh Kotha, U. of Washington
  **Discussions:** Technology-Mediated Distance Learning: Adult Education, Steve G. Green, U. S. Air Force Academy
  **Technology-Mediated Distance Learning: Undergraduate Education, Charles Wankel, St. John's U., New York
  **Technology-Mediated Distance Learning: Graduate Education, Paul Shrivastava, Bucknell U.
Technology-Mediated Distance Learning: Post-Graduate Education, Kurt A. Heppard, U. S. Air Force Academy

Technology-Mediated Distance Learning: Undergraduate Education, Frances Amatucci, Salem State College


Tuesday 8:30 am

615. Symposium: Classrooms Without Walls: Action-Learning and Service-Learning as Evolutionary Responses to Pluralistic Demands on Management Education

- 8:30-10:10 Swiss: Alpine II
  Chair: Amy L. Kenworthy, U. of North Carolina, Chapel Hill
  The Shift To Real World Learning: Opportunities and Challenges For Management Education, Diana Billimoria, Case Western Reserve U.
  The Role of Action Learning in Management Education, Kim S. Cameron, Case Western Reserve U.
  Moving Our Classrooms Into the Community: Service-Learning As a Pedagogical Tool, Amy L. Kenworthy, U. of North Carolina, Chapel Hill
  Discussant: Edward Zlotkowski, American Association for Higher Education

Tuesday 10:30 am

616. Paper: Thinking Deeply about the Basics

- 10:30-11:50 Swiss: Alpine II
  Chair: Bonnie S. O’Neill, U. of Wisconsin, Milwaukee
  Teaching Management as Liberal Art and Social Function, Jeffery N. Decker, Whittier College
  The Importance of Liberal Arts and Fundamental Education for the Next Millenium of Managers, Philip Bobko, Gettysburg College; Manuel J. Tejeda, Gettysburg College
  The Paradox of Teaching Organizational Behavior to Undergraduates: A Proposed Model and Empirical Findings, Jo Ellen Moore, Southern Illinois U.; Edwardsville; Lisa A. Burke, Louisiana State U. in Shreveport; Timothy T. Baldwin, Indiana U., Bloomington
  Discussants: Jane Schmidt-Wilk, Maharishi University of Management; Cheryl Tromley, Fairfield U.; Sandra West King, Frostburg State U.

Tuesday 2:00 pm

617. Symposium: The Carnegie Academy for the Scholarship of Teaching and Learning

- 2:00-3:20 Swiss: Alpine II
  Chair: Cynthia V. Fukami, U. of Denver
  An Integrated Business Course: An Examination and an Assessment, Donna Blancero, Arizona State U.
  The Management 101 Project: Re-Understanding Management - in Threes, John A. Miller, Bucknell U.
  Collaborative Learning in an MBA Program: Practicing What We Preach with Teamwork, Cynthia V. Fukami, U. of Denver

Tuesday 3:40 pm

618. Becoming Business Partners: Constructing a More Accurate Workplace Reality Through the Use of Learning Maps

- 3:40-5:15 Swiss: Alpine II
  Chair: Jane Galloway Seiling, Business Performance Group
  Presenters: Sheila McNamee, U. of New Hampshire; Craig E. Carroll, U. of Texas, Austin; Eric Flasck, Root Learning, Inc.

Tuesday 5:30 pm

619. Meeting: Business Meeting

- 5:30-6:30 Swiss: Alpine II
  Division Chair: William P. Ferris, Western New England College

Tuesday 6:30 pm

620. Social

- 6:30-8:30 Swiss: Alpine II

Wednesday 8:30 am

621. Paper: Story-Telling, Improvisation, and Cinema in the Classroom

- 8:30-10:20 Swiss: Alpine II
  Chair: Mary C. Meisenhelter, York College of Pennsylvania
  Winner of MED Division Best Paper in Management Education Published in Conference Proceedings
  Yes And... : Introducing Improvisational Theatre Techniques to the Management Classroom, Dan Moshavi, San Jose State U.
  Understanding the Use of Feature Films in Classroom Learning, Charles S. Mathews, Florida Gulf Coast U.; Charles J. Fornaciari, Florida Gulf Coast U.
  Discussants: Abdelmagid M. Mazen, Suffolk U.; Thomas Hawk, Frostburg State U.; Kathleen Powers, Willamette U.

Wednesday 10:40 am

622. Paper: Improving What We Do in the Classroom

- 10:40-12:00 Swiss: Alpine II
  Chair: William P. Ferris, Western New England College
  Learning Developmental Coaching Through Experience, James Michael Hunt, Babson College; Joseph R. Weintraub, Babson College
  Winner of MED Division Best Paper in Management Development Published in Conference Proceedings
  Casuistry and the Business Case Method, Martin Calkins, S.J., Santa Clara U.
Wednesday 12:20 pm

623. Paper: The Natural Role of Diversity in Management Education
   - 12:20-2:10 Swiss: Alpine II
   - Chair: Linda Hite, Indiana U. / Purdue U., Fort Wayne
   - Daniel J. Miller, U. S. Air Force Academy
   - Kent D. Miller, New York U.

624. Symposium: Is Emotional Intelligence One of the Retained Learnings of Our MBAs? Are We Preparing Them to Manage and Lead?
   - 12:20-2:10 Swiss: Gball I
   - Chair: Richard E. Boyatzis, Case Western Reserve U.
   - Competencies and Learning, Kim S. Cameron, Case Western Reserve U.
   - Teaching for Emotional Competence, Diana Billimoria, Case Western Reserve U.
   - Reaching Across the Curriculum: Emotional Competence -- It's Not Just for OB Anymore!, Poppy L. McLeod, Case Western Reserve U.
   - Does Management Education Really Make a Difference in Developing Students' Emotional Intelligence?, Richard E. Boyatzis, Case Western Reserve U.
### Management History

Program Chair: Eileen Kelly, Ithaca College  
Workshop Chair: Jane W. Gibson, Nova Southeastern University

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<tr>
<th>Start</th>
<th>Regular Program</th>
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<tr>
<td>1:00 pm</td>
<td>73. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gball 3</td>
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<td>81. Critical Mgmt. Doctoral Workshop • HW: Dusable</td>
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<td>89. Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D</td>
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<td>26. MH Ph.D./Faculty Workshop • HW: Dusable</td>
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<td>27. MH Doctoral Student Workshop • HW: D usable</td>
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<td>121. Management of the Tenure Process • S: Alpine II</td>
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### Saturday 1:00 pm

**625.** New Member Workshop: Introduction to the Management History Division, Its Mission and Domain  
Chair: Charles W. Blackwell, Nova Southeastern U.  
Academic Management Overview, Richard M. Hodgetts, Florida International U.  
Management History Division Domain, Paula Phillips  
Carson, U. of Southwestern Louisiana  
Introduction of Executive Committee and their Roles, Kerry Carson, U. of Southwestern Louisiana

### Saturday 2:00 pm

**626.** Doctoral Student and Junior Faculty Workshop: Making the Annual Meeting Work For You  
Chair: Michael Plater, U. of Florida  
Managing your Time, Jane W. Gibson, Nova Southeastern U.  
Understanding the Program, Eileen P. Kelly, Ithaca College  
Volunteering and Getting Involved, Alfred A. Bolton, Averett College

### Saturday 3:00 pm

**627.** Doctoral Student Workshop: Navigating the Dissertation Process: Views From the Front  
Chair: John Hannon, Nova Southeastern U.  
Current Student Perspective, Julia Teahen, Baker College  
Recent Graduate Perspective, Jorge M. Herrera, Nova Southeastern U.; Anne F. Nelson, High Point University  
Dissertation Chair Perspective, Richard M. Hodgetts, Florida International U.; Daniel A. Wren, U. of Oklahoma

### Sunday 8:30 am

**628.** Change and Development Journeys in Academia: Professional Development in a Pluralistic World  
Chair: Regina A. Greenwood, Kettering U.  
Getting Papers Accepted at National and Regional Conferences, Alfred A. Bolton, Averett College
Reviewing Papers for National Regional Conferences, Paula Phillips Carson, U. of Southwestern Louisiana
Writing Effective Book Reviews, Jane W. Gibson, Nova Southeastern U.

Sunday 10:00 am

529. Change and Development Journeys in Academia II: Getting Published
- 10:00-11:30 Hyatt West: Dusable
Organizers: Jorge M. Herrera, Nova Southeastern U.;
Richard M. Hodgetts, Florida International U.
Getting Articles Published, Peter B. Petersen, Johns Hopkins U.;
Daniel A. Wren, U. of Oklahoma
Getting Books Published, Richard M. Hodgetts, Florida International U.;
Dewey E. Johnson, California State U., Fresno

Getting Cases Published, Donald F. Kuratko, Ball State U. Monday 8:50 am

530. Management History Division Welcome
- 8:50-9:00 Hyatt West: Burnham
Continental Breakfast for MH Members Sponsored by Ithaca College.
Division Chair: Michael Plater, U. of Florida
Program Chair: Eileen P. Kelly, Ithaca College

Monday 9:00 am

531. Paper: Multiple Perspectives on Organizational Culture and Change
- 9:00-10:20 Hyatt West: Burnham
Chair: Mohammed Ahmed, Ameer Institute of Technology
Cloaked Culture and Veiled Diversity: Why Theorists Ignored Early U.S. Workforce Diversity, Lois Landis Kurowski, U. of Illinois, Urbana-Champaign
Ronald B. Shuman Best Graduate Student Paper Award Published in Conference Proceedings

The Key to High-Performing Suggestion Systems: Lessons From Their History in Sweden and Japan, Louise Ostberg, U. of Massachusetts, Amherst; Alan G. Robinson, U. of Massachusetts, Amherst; Dean M. Schroeder, Valparaiso U.

Historical Transformation: A Study in Organizational Change, Venkataraman Nilakant, U. of Canterbury

Monday 10:40 am

532. Paper: Historical Insights on Employee Rights
- 10:40-12:00 Hyatt West: Burnham
Chair: Carol Harvey, Assumption College
A Historical, Cross-Disciplinary Examination of the Construct of Employee Entitlement, Stefanie E. Naumann, U. of the Pacific; Barbara D. Minski, Louisiana State U.; Michael C. Sturman, Louisiana State U.
The Psychological Contract Then and Now: the Impact of the Contingent Worker, Grant H. Fenner, U. of Memphis; Thomas R. Miller, U. of Memphis
Industrial Democracy v. Democratic Realism: Early 20th-Century Philosophical Debates in Management Thought, Ellen S. O’Connor, Stanford U.

Monday 1:00 pm

533. Paper: Re-Examining Operations and Logistics Strategies
- 1:00-2:10 Hyatt West: Burnham
Chair: Jay Heizer, Texas Lutheran U.
The Misplaced Origin of Just-In-Time (JIT) Production Methods, Peter B. Petersen, Johns Hopkins U. Published in Conference Proceedings

Frederick W. Taylor’s 1899 Pig Iron Experiments: Examining Fact, Fiction, and Lessons to be Learned for the Millennium, Charles D. Wrege, Cornell U.; Richard M. Hodgetts, Florida International U.
Discussants: Robert P. Jones, Westinghouse Savannah River Co.; Franz T. Lohrke, U. of South Florida

Monday 2:30 pm

534. Symposium: Reflections on the Hawthorne Studies 75 Years Later
- 2:30-3:50 Hyatt West: Burnham
Chair: Jane W. Gibson, Nova Southeastern U.

Discussants: Charles W. Blackwell, Nova Southeastern U.

Monday 4:10 pm

535. A Worthy Cause: A Celebration of James C. Worthy
- 4:10-5:10 Hyatt West: Burnham
Organizers: Regina A. Greenwood, Kettering U.; Daniel A. Wren, U. of Oklahoma

Monday 5:30 pm

536. Meeting: Management History Business Meeting
- 5:30-6:00 Hyatt West: Burnham
Division Chair: Michael Plater, U. of Florida
Program Chair: Eileen P. Kelly, Ithaca College
Daniel A. Wren, U. of Oklahoma
Winner of Ronald G. Greenwood Award
Jim Paul, New Mexico State U.; Dan L. Costley, New Mexico State U.; Jonathan P. Howell, New Mexico State U.; Peter W. Dorfman, New Mexico State U.

Winners of the Paul Hersey Award
Lois Landis Kurowski, U. of Illinois, Urbana-Champaign
Winner of Ronald F. Shuman Best Graduate Student Paper Award
Edwin W. Arnold, Auburn U., Montgomery
Management History

**Monday 6:00 pm**

**637.** Management History Social Hour
- 6:00-8:00 Hyatt West: Burnham
  
  *Reception Sponsored by the Journal of Leadership Studies and Baker College of Management, in memory of James C. Worthy.*

**Tuesday 9:00 am**

**638.** Paper: How History Matters in Understanding Leadership in Organizations
- 9:00-10:10 Hyatt West: Burnham
  
  *Chair: Robert Ford, U. of Central Florida*
  
  Bennis and Hodgetts in Conversation: Alfred A. Bolton, Averett College; John G. Joos, Informed Decisions, Inc.
  
  The Mutability of Charisma in Leadership Research, Jim Paul, New Mexico State U.; Dan L. Costley, New Mexico State U.; Jon P. Howell, New Mexico State U.; Peter W. Dorfman, New Mexico State U.
  
  *Winners of the Paul Hersey Award*
  
  *Discussants:* Jorge M. Herrera, Nova Southeastern U.; Thomas J. Hench, U. of Wisconsin, La Crosse

**Tuesday 10:30 am**

**639.** Paper: Creative Approaches to Examining Research and Technology in Management History
- 10:30-11:50 Hyatt West: Burnham
  
  *Chair: Michael Plater, U. of Florida*
  
  The Past is Prologue: History, Review, and Meta-Analysis of Behavioral Management, Alexander D. Stajkovic, U. of California, Irvine; Fred Luthans, U. of Nebraska; Gary R. Henderson, U. of California, Irvine
  
  Patterns of R&D Knowledge Diffusion in the Emergence of a New High Technology Product: The Flat Panel Display Industry from 1969 to 1989, Jennifer W. Spencer, U. of Houston
  
  The Evolution of Social Arrangements for Shaping and Delivering Large-Scale Engineering Projects: The Search for an Elusive Optimal Model, Serghei Floricel, U. of Quebec -- Trois-Rivières; Roger Miller, U. of Quebec, Montreal
  
  *Discussants:* Joseph J. Eassa, Jr., Palm Beach Atlantic College; Ira T. Kaplan, Hofstra U.; John Trinkhaus, Baruch College/City U. of New York

**Tuesday 2:00 pm**

**640.** Paper: Higher Education's Role in Shaping Management Thought
- 2:00-3:20 Hyatt West: Burnham
  
  *Chair: Stephanie E. Newell, Eastern Michigan U.*
  
  Creating a Faculty's Academic Genealogy: A Case Study of Method, Outcomes, and Benefits, Stanley G. Harris, Auburn U.; Scott K. Campbell, Auburn U.
  
  Importers of Managerial Ideas: Turkish Academia Before and After the Second World War, Behlul Uysdiken, Sabanci U.; Demet Cetin, Bogazici U.
  
  *The Corporate University and its History, Betty J. Birkenmeier, U. of Southwestern Louisiana; Kerry D. Carson, U. of Southwestern Louisiana; Paula Phillips Carson, U. of Southwestern Louisiana*
  
  *Discussants:* Kenneth E. Aupperle, U. of Akron; Alvin L. Gibson, U. of Alabama; Franz T. Lohrke, U. of South Florida

**Wednesday 9:00 am**

**641.** Paper: International Perspectives on Management History
- 9:00-10:20 Hyatt West: Burnham
  
  *Chair: David A. De Cenzo, Towson U.*
  
  Multinational Enterprise in Ancient Phoenicia, Karl James Moore, Templeton College, U. of Oxford; David Charles Lewis, Templeton College, U. of Oxford
  
  From Heresies to Orthodoxies: The Organizational Renewal Movement in Australia 1966-1996, Andrew B. Griffiths, Queensland U. of Technology, Gardens Point; Dexter Dunphy, Australian Graduate School of Management
  
  Volvo: A Historical Perspective on the Evolution of Corporate Identity, Henrik Glimstedt, Stockholm School of Economics; Anisya S. Thomas, Stockholm School of Economics
  
  *Discussants:* David Hunt, U. of Southern Mississippi; Terrell G. Manyak, Nova Southeastern U.; William Wilkerson, U. of Virginia
Managerial and Organizational Cognition
Program Chair: Kathleen Sutcliffe, University of Michigan
Workshop Chair: Theresa Lant, New York University

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### Sunday 8:30 am

#### MOC: Cognition in the Rough - Faculty Workshop
- 8:30-12:00 Hyatt West: Horner
  A Workshop for Research in Managerial and Organizational Cognition.

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

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

#### Cognition in the Rough - Doctoral Student Workshop
- 8:30-12:00 Hyatt West: Burnham
  A workshop for research in Managerial Cognition. Preregistration required.

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

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


Monday 8:40 am

644. Division Welcome
- 8:40-9:00 Hyatt West: Picasso
Program Chair: Kathleen M. Sutcliffe, U. of Michigan

Monday 9:00 am

645. Paper: Unleashing Knowledge in Organizations: Managers as Creative Theorists
- 9:00-10:20 Hyatt West: Picasso
Chair: Frances J. Milliken, New York U.
Ordinary Theorists in the Chocolate Industry, Roland
Georges Calori, EM LYON
Organizational Dynamics, Issue Importance, and Creativity in Problem Solving, Jennifer L. Palmer, U. of Tennessee, Knoxville; Kelly G. Shaver, College of William and Mary
Knowledge Conceptualisation as a Determinant of Organisational Unlearning Goals: An Empirical Study, Kate M. Andrews, Queensland U. of Technology; Brian L. Delahaye, Queensland U. of Technology
Discussant: Zur Shapira, New York U.

Monday 10:40 am

646. Paper: Managers' Backgrounds and Strategic Decision Processes: Fine-Tuning What We Know
- 10:40-12:00 Hyatt West: Picasso
Chair: Dale Rude, U. of Houston
The Impact of Functional Issue Classification on Managerial Decision Processes: A Study in the Telecommunications Industry, Philip Gerald Bayster, Bell Communications Research; Cameron M. Ford, U. of Central Florida
The Role of Managerial Characteristics in Strategic Issue Diagnosis: A Study of the Influence of Cognitive and Demographic Factors on Managers' Threat and Opportunity Interpretation, Causal Understanding and Data Search, Bård Kuvaaas, Norwegian School of Management; Geir Kaufmann, Norwegian School of Management
Discussant: John Stuart Bunderson, Washington U.

Monday 12:20 pm

647. Paper: Positive Expectancies, Illusions of Control, and Overconfidence as Influences on Performance
- 12:20-2:10 Hyatt West: Picasso
Chair: Karen Thompson, State U. of New York at Buffalo
Published in Conference Proceedings
The Impact of Positive Illusions on Performance, Mark D. Cannon, Vanderbilt U.
The Effects of Overconfidence on the Performance of Product Introductions: Evidence from an Exploratory Field Study, Mark Simon, Oakland U.; Susan M. Houghton, Georgia State U.; Sonia Savelli, Oakland U.
Discussant: Mary Ann Glynn, Emory U.

Tuesday 10:30 am

648. Paper: Shaping Thinking, Learning, and Knowledge Generation
- 10:30-11:50 Hyatt West: Picasso
Chair: Andrea J. Casey, George Washington U.
Switching Cognitive Gears Between Automatic and Consciously Thinking: Drawing Lessons From Successful vs. Failed Events, Shmuel Ellis, Tel Aviv U.; Inbar Daniel, Tel Aviv U.
Winner of MOC Division Best Paper Award
Published in Conference Proceedings
The Evolution of Search Strategies for Knowledge by Organizations, Leyland Lucas, Rutgers U., Newark; dt ogilvie, Rutgers U.
Discussant: Ray Aldag, U. of Wisconsin

Tuesday 2:00 pm

649. Paper: Cognitive Systems, Transitions, and Change in a Pluralistic World
- 2:00-3:20 Hyatt West: Picasso
Chair: Jan E. Bouwen, K.U. Leuven
A Cognitive Model of Firm and Industry Level Strategic Change, Frank C. Schultz, U. of Minnesota
Forms, Frames and Fit: Managing Transitions in Organizational Sense-making in a Pluralistic World, Terance J. Wolfe, California State U., Northridge; Mingfang Li, California State U., Northridge
Discussant: Margarethe F. Wiersema, U. of California, Irvine

Tuesday 3:40 pm

650. Distinguished Speaker: The Complexity Advantage
- 3:40-5:00 Hyatt West: Picasso
Susanne Kelly, Vice President and Research Director of Complexity and Organizational Technology at Citigroup will discuss her
Managerial and Organizational Cognition

experiences with managing complexity, documented in her recent book titled *The Complexity Advantage.*

**Welcomer:** Neal M. Ashkanasy, U. of Queensland  
**Speaker:** Susanne Kelly, Citigroup

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**Tuesday 5:50 pm**

**651. Meeting: Business Meeting, Best Paper Awards, and Social Hour**
- 5:50-7:30 Hyatt West: Picasso
  
  Award Recipients Include: Best Paper Award to Shmuel Ellis and Inbar Daniel of Tel Aviv University. Best Student Co-authored Paper Award to David Brandon and Michael Pratt of U. of Illinois. Service awards also will be presented.  
  
  **Division Chair:** Lynn Isabella, U. of Virginia

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**Wednesday 8:30 am**

- 8:30-10:20 Hyatt West: Picasso
  
  **Chair:** Peter Allen Stanwick, Auburn U.  
  **One Foot in Each Camp: The Dual Identification of Contract Workers**, Elizabeth George, U. of Queensland; Prithviraj Chattopadhyay, U. of Queensland  
  **A Laboratory Experiment Testing the Antecedents of Leader Cognitions**, Vicki L. Goodwin, U. of North Texas; Jerry C. Wofford, U. of Texas, Arlington; Nancy Boyd, U. of North Texas  
  **Normative Cognitive Maps**, Harold E. Klein, Temple U.  
  **Discussant:** Pamela S. Barr, Georgia State U.
## Management Consulting

**Program Chair:** Anthony Buono, Bentley College  
**Workshop Chair:** Bill Vroman, Strategic Planning, Inc.

### Friday 1:00 pm

**653.** MC: The Successful Management Consultant  
**Workshop:** Processes, Skills and Tools  
- Phone/fax 310/826-5049; e-mail jrw1ccm@aol.com

### Saturday 9:00 am

**654.** Viewpoints on International Business Consulting  
- Phone/fax 310/826-5049; e-mail jrw1ccm@aol.com

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### Table: Management Consulting

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<td>75. Tour to McDonald’s University • OS: Loyola U.</td>
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<td>653. MC: The Successful Management • OS: Loyola U.</td>
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<td>10. MC: Management Consulting: The Consultant as a Setting for Research • OS: Loyola U.</td>
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<td>51. Critical Management Studies: P • HW: Comiskey</td>
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<td>59. Practitioner Series: Developing and Critiquing Action Research Projects • OS: Loyola U.</td>
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<td>109. IAOM: Managerial Effectiveness in Latin America • S: Alpine II</td>
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<td>565. MC: The Successful Management • OS: Loyola U.</td>
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<td>107. Complexity &amp; Management, Panels 1-2 • HE: Columbus A</td>
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<td>101. BAOM: Competing in Latin America • S: Alpine II</td>
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<td>110. BPS &amp; MC A Case Critique Collo • HW: Field</td>
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<td>112. BAOM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
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<td>118. BAOM: Complexities &amp; Management, Panels 3-4 • HE: Columbus A</td>
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<td>123. Management of the Tenure Process • S: Alpine II</td>
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### Saturday 9:00 am

**655.** MC: The Successful Management Consultant  
- Phone/fax 310/826-5049; e-mail jrw1ccm@aol.com

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**Registration fee $50. Contact Jim Warren, Center for Collaborative Management: Phone/fax 310/826-5049; e-mail jrw1ccm@aol.com**

**Chairs:** Thomas C. Head, Roosevelt University; Peter F. Sorensen, Benedictine U.  
**Presenters:** Paulo Goelzer, IGA; Joanne Preston, Pepperdine U.; Gerald Mount, Amoco/Benedictine U.; Terry Armstrong, U. of West Florida; Robert T. Golembiewski, U. of Georgia; Lichia Saner-Yu, Centre for Socio-Economic Development

**Presenters:** Steven A. Savia, The Sage Group; Rickie Moore, ISEOR / E. M. Lyon / U. of Southern California; Marc Bonnet, U. of Lyon; Alyson Parham, Partek Enterprise Group; Suzanne Geigle, Pricewaterhouse Coopers; Marilyn E. Harris, Central Michigan U.
**Sunday 8:00 am**

**656.** MC: Consulting as a Setting for Academic Research  
8:00-9:50 Hyatt West: Stetson A  
**Presenter:** Robert T. Golembiewski, U. of Georgia

**Sunday 10:00 am**

**657.** Managing Common Points of Tension in Consultant-Client Relations  
10:00-12:00 Hyatt West: Stetson A  
Effective consulting requires immense skill and insight. This seminar points out the factors that mitigate the tension in the consultant-client relationship.  
**Chair:** Richard Dunford, Macquarie U.  
**Presenters:** Yasemin Aksoy, Tulane U.; Suzanne Geigle, Pricewaterhouse Coopers; Robert Jeneifsky, Ecole Hôtelière de Lausanne, Switzerland

**Monday 8:30 am**

**658.** Paper: Welcome Session & New Directions in Consulting  
8:30-10:20 Swiss: Davos  
**Chairs:** Anthony F. Buono, Bentley College; Kurt Motamede, Pepperdine U.  
DNA Management: A Genetic Approach for Managers and Consultants, Ned S. Schwartz, Western New England College  
**Discussants:** David Jamieson, Pepperdine U.; Geraldine Kisiel, Central Michigan U. / AK Research and Training

Published in Conference Proceedings

**Monday 12:20 pm**

**659.** Theme: The Changing Dynamics of Tomorrow’s Pluralistic Professional Services Firms: Sharing Perspectives, Learnings, and Collaboration Opportunities  
12:20-2:10 Swiss: Davos  
The MC Division Theme Session presents an opportunity to (1) hear multiple perspectives on consulting in a professional service firm environment and (2) explore potential practitioner-academic collaboration.  
**Chair:** James Fairfield-Sonn, U. of Hartford  
**Discussants:** Heather E. Bock, Arthur Andersen LLP; John Furcon, Pricewaterhouse Coopers  
**Environment, Larry Ambrose, Perrone-Ambrose Associates Inc.**  
**Services Firms, Heather E. Bock, Arthur Andersen LLP**  
Successful Merger and Synthesis of Large Professional Services Firms, John Furcon, Pricewaterhouse Coopers  
Taking Diversity Into the Next Century, Doug Harris, The Kalleidoscope Group

The Need for Organization Development Skills in the Professional Services Firm of the Future, Michael O’Malley, Deloitte & Touche Consulting Group  
Professional Services Firms: Observations and Suggestions for a Pluralistic, Applied Research Agenda, Ken C. Weidner, Loyola U., Chicago  
**Facilitator:** Ken C. Weidner, Loyola U., Chicago

**Monday 4:10 pm**

**660.** Distinguished Speaker: Courage and Values -- Missing in Action  
4:10-5:20 Swiss: Davos  
The author of Managing The Professional Services Firm and True Professionalism: The Courage To Care About Your People, Your Clients. And Your Career will reflect on challenges facing the management consulting profession as we approach the 21st century.  
**Chair:** Anthony F. Buono, Bentley College  
**Speaker:** David Maister, Maister Associates Inc.

**Monday 5:30 pm**

**661.** Meeting: Business Meeting & Social Hour  
5:30-7:00 Swiss: Davos  
**Chair:** Flemming Poulfelt, Copenhagen Business School

**Tuesday 10:30 am**

**662.** Paper: New Paradigms for Consultation  
10:30-11:50 Swiss: Davos  
**Chair:** Joanne Preston, Pepperdine U.  
The Challenges of Developing the Role of the Professional Management Consultant, Marilyn E. Harris, Central Michigan U.  
In Search of an Integrated Approach to Management Consulting Interventions, Marc Bonnet, U. of Lyon; Rickie Moore, ISEOR / E. M. Lyon / U. of Southern California  
Management Consulting for Sensemaking, Torbjorn Stjernberg, Göteborg U.; Andreas Werr, Stockholm School of Economics  
**Discussants:** James J. Carroll, Georgian Court College/James J. CarrollConsulting; Joseph W. Weiss, Bentley College

**Wednesday 9:00 am**

**663.** Paper: New Perspectives on Consulting Interventions  
9:00-10:20 Swiss: Davos  
**Chair:** James Fairfield-Sonn, U. of Hartford  
Adapting Focus Group Methods to Large Groups: Mobilization in the U.S. Army Reserve, Leslie E. Overmyer Day, Organizational Consulting; Eileen A. Hogan, Kutztown U.  
How Consultants Can Help Organizations Survive the ERP Frenzy, Miguel P. Caldas, EAESP-FGV, São Paulo; Thomaz Wood, Jr., EAESP-FGV, São Paulo  
Perceptions on Management Consulting -- Myths or Realities?, Kim Moller, Oxford Research; Flemming Poulfelt, Copenhagen Business School  
**Discussants:** Linda Hoopes, ODR, Inc.; Alberto Zanzi, Suffolk U.
## Organizational Behavior

**Program Chair:** Robert Liden, University of Illinois, Chicago  
**Workshop Chair:** Terence R. Mitchell, University of Washington

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<td>101. Service Learning Project: Restoring the Chicago Wilderness • OS: See Contact</td>
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<td>102. OB/OMT Doctoral Consortium • HE: Columbus E/F</td>
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<td>10:30 am</td>
<td>265. OB Not-So-Junior Faculty Mid-C • HE: Columbus K/L</td>
<td>103. OB/OMT Junior Faculty Consoroti • HW: Water Tower</td>
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<td>1:00 pm</td>
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<td>109. JAOM: Competing in Latin America • S. Alpine II</td>
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<td>3:00 pm</td>
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<td>118. JAOM: Challenges &amp; Approaches to Quality • S. Alpine II</td>
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<td>4:00 pm</td>
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<td>122. Management of the Tenure Process • S. Alpine II</td>
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<td>125. Critical Management Studies: P • HW: Comiskey</td>
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<td>126. OB/OMT/BPS Junior Faculty Consoroti • HW: Water Tower</td>
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<td>127. JAOM: Business Meeting &amp; Dinner • S. Alpine II</td>
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<td>128. Reception for Practitioner Ser • HE: Columbus CI(D)</td>
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<td>130. Critical Management Studies: Ph: Comiskey</td>
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<td>133. OB &amp; HR: Senior Faculty Consoroti • HE: Columbus K/L</td>
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<td>142. Critical Management Studies: Ph: Water Tower</td>
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<td>144. OB/OMT Junior Faculty Consoroti • HW: Water Tower</td>
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<td>145. Critical Management Studies: P • HW: Comiskey</td>
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<td>146. OB/ODC/OMT Doctoral Consortium • HW: Regency Hall A(S)</td>
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<td>10:00 am</td>
<td>266. OB Incorporating New Research • HE: Columbus I/J</td>
<td>147. How To Make Academy of Manage • HW: Toronto</td>
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<td>8:30 am</td>
<td>267. P: Leader roles • HW: Regency Ball B(S)</td>
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<td>179. Identity Markers • HW: Water Tower</td>
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<td>9:00 am</td>
<td>268. P: Organizational commitment • HW: New Orleans</td>
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<td>10:40 am</td>
<td>269. P: Job performance • HW: Atlanta</td>
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<td>270. P: Leader-member exchange • HW: New Orleans</td>
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<td>12:20 pm</td>
<td>271. P: Goal setting • HW: Atlanta</td>
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<td>272. P: Justice • HW: New Orleans</td>
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<td>273. S: Positive and negative discretion • HW: Regency Ball B(S)</td>
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<td>274. P: Group composition • HW: Atlanta</td>
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<td>275. S: Management, Organization and H • HW: Regency Ball B(S)</td>
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<td>4:10 pm</td>
<td>276. Mad Hour • HW: Regency Ball B(S)</td>
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<td>277. M: Business Meeting • HW: Regency Ball B(S)</td>
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<td>6:45 pm</td>
<td>278. Social Hour • HW: Regency Ball B(S)</td>
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<td>8:30 am</td>
<td>279. S: ‘Everything I need to know abo • HW: Regency Ball B(S)</td>
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**Note:** The above schedule is subject to change. Please check the official event program for the most up-to-date information.
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<tr>
<th>Time</th>
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<tr>
<td>10:30 am</td>
<td>660. P: Global work attitudes • HW: Regency Ball B(S)</td>
<td>JS: Self-Efficacy • HE: Columbus E/F</td>
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<td>661. P: Group process • HW: Atlanta</td>
<td>JS: Pluralism and Work • HE: GridBall B</td>
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<td>2:00 pm</td>
<td>662. P: Justice and performance • HW: Atlanta</td>
<td>JS: Moral Center in Pluralism • HW: Water Tower</td>
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<td>3:40 pm</td>
<td>664. S: Advances in team research: Inc • HW: Regency Ball B(S)</td>
<td>260. P: Turnover and Retention • HE: GridBall C(N)</td>
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<td>665. P: Transformational leadership • HW: Atlanta</td>
<td>267. JS: Work and Vacation • HE: GridBall F</td>
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<td>666. P: Social exchange and networks • HW: New Orleans</td>
<td>264. JS: Cutting Edge of Leadership: Th • S: Gbll 3</td>
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<td>8:30 am</td>
<td>667. S: Organizational Learning From C • HW: Regency Ball B(S)</td>
<td>265. P: Power &amp; Politics • HE: Wacker West (2)</td>
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<tr>
<td>10:40 am</td>
<td>668. S: Cynicism and trust in workplace • HW: Regency Ball B(S)</td>
<td>260. P: Equity in Pay and Promotions • HW: Comiskey</td>
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<tr>
<td>12:20 pm</td>
<td>670. S: Structuring Service Interaction • HW: Atlanta</td>
<td>264. JS: Cutting Edge of Leadership: Th • S: Gbll 3</td>
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</table>

**Saturday 8:30 am**

664. OB: Take the Plunge! Developing Skills Using Electronic Technology in the Teaching of Management
- 8:30-4:30 Off Site: De Paul U.
Pre-register with Joe Garcia at 360-650-3916 or Joseph_Garcia@wwu.edu
Coordinator: Joseph E. Garcia, Western Washington U.
Presenters: Randall B. Dunham, U. of Wisconsin; Joseph E. Garcia, Western Washington U.; Robert D. Marx, U. of Massachusetts, Amherst; Guido H. Slangen, Rensselaer Polytechnic Institute at Hartford; Randall G. Sleeth, Virginia Commonwealth U.; Joan L. Wiener, Drexel U.

665. OB Not-So-Junior Faculty Mid-Career Forum
- 1:00-5:30 Hyatt East: Columbus K/L
Preregistration required

666. OB Incorporating New Research into OB Teaching
- 10:00-12:00 Hyatt East: Columbus I/J
Organizers: Jennifer M. George, Texas A&M U., College Station; Ricky W. Griffin, Texas A&M U.

**Monday 9:00 am**

668. Paper: Antecedents and Outcomes of Organizational Commitment
- 9:00-10:20 Hyatt West: Regency Ball B(S)
Chair: Susan G. Cohen, U. of Southern California
Published in Conference Proceedings
Leadership, Work Environment, and the Stress-Buffering Effects of Job Engagement, Thomas Watson Britt, Walter Reed Army Institute of Research; Paul D. Bliese, Walter Reed Army Institute of Research
The Consequences of Leader Weighting of Team Member Input: Managing a Leadership Dilemma, Jean M. Phillips, Rutgers U.
Team Leadership as Event Management: Theory Development and Empirical Tests, Frederick P. Morgeson, Texas A&M U.
Leadership, Commitment and Trust in Workgroups: Group-Based or Individual Differences?, Deanne N. Den Hartog, Free U., Amsterdam
A Social Network Analysis of Social Representations of Leadership, Juan-Carlos Pastor, U. of Western Ontario
Discussant: Steven John Armstrong, U. of Lincolnshire & Humberside, Lincoln, UK.

**Monday 8:30 am**

667. Paper: Multiple Roles of Leaders in Managing Work Groups
Organizational Behavior

Wednesday 12:20 pm

671. Paper: Goal Setting, Goal Commitment, and Performance
Chair: James Terborg, U. of Oregon
Conscious Goal Setting Versus Subconscious Motives:
- Longitudinal and Concurrent Effects on the Performance of Entrepreneurial Firms, Kay B. Tracy, K. Tracy Associates; Edwin A. Locke, U. of Maryland; Monika M. Renard, West Virginia U.
- The Relative Effect of Learning, Outcome, and Proximal Goals on a Complex Task, Gerard H. Seijts, U. of Manitoba; Gary P. Latham, U. of Toronto
- Another Paper on Goals, Self-Efficacy and Performance, But a Very Different Set of Findings, Jeffrey B. Vancouver, Ohio U.; Amy A. Williams, New York U.; Charles M. Thompson, Ohio U., Athens
- Mood and the Goal-Setting-Performance Relationship, Mark A. Davis, U. of North Texas; Susan L. Kirby, Texas Tech U.; Bryan D. Little, U. of Kentucky; Donna E. Fletcher, Texas Tech U.
Discussant: Mary D. Zalesny, Battelle, Inc.

Monday 10:40 am

Chair: Robert Eisenberger, U. of Delaware
Efficacy-Performance Patterns in Response to Unambiguous Performance Feedback, Giuseppe Audia, London Business School
- When Are High Performers More or Less Likely to Turnover? A Mediated Test of the Performance-Turnover Relationship, David G. Allen, U. of Memphis; Rodger W. Griffith, Georgia State U.; Laurence Fink, U. of Toledo
- The Effects of Humor on Individual and Group Task Performance, Allan Filipowicz, Harvard Business School
- A Feedback Seeking, Social Cognition, and Goal Setting Model of Work Quality and Quantity, Robert W. Renn, U. of Memphis; Donald B. Fedor, Georgia Institute of Technology; W. Kevin Barksdale, U. of Memphis
Published in Conference Proceedings
- Effects of Multiple Sources of Motivation on Task Performance, Judith A. Scully, U. of Florida; Amy L. Brownlee, U. of Florida; Mary D. Brtek, U. of Florida; Henry L. Tosi, U. of Florida
Discussant: John Cotton, Marquette U.

670. Paper: Investigations on Good and Bad Leader-Subordinate Relationships
Chair: Robert P. Vecchio, U. of Notre Dame
Employee Retaliation: The Neglected Consequence of Poor Leader-Member Relations, Joellyn Townsend, Assessment Solutions, Inc.; James S. Phillips, U. of Houston; Teri J. Elkins, U. of Houston
- Balanced and Unbalanced Leadership Relationships: A Three-Sample Investigation into the Outcomes Associated With Four Different Types of Leader-Member Exchanges, Claudia C. Cogliser, Oregon State U.; Chester A. Schriesheim, U. of Miami; Terri A. Scandura, U. of Miami; Linda L. Neider, U. of Miami
Leader-Member Exchange and its Dimensions: Effects of Self and Other Effort on Relationship Quality, John M. Maslyn, Vanderbilt U.; Mary Uhl-Bien, U. of Central Florida
Discussant: Anson Seers, Virginia Commonwealth U.
Symposium: **Positive and negative discretionary behavior: Exploring the relationship between organizational citizenship behavior and deviant workplace behavior**
- 12:20-2:10 Hyatt West: Regency Ball B(S)
*Chair: Christina L. Stamper, U. of North Carolina, Wilmington*

Benevolence and Betrayal: Positive and Negative Discretionary Behaviors in Interpersonal Relationships, Randall P. Settoon, Southeastern Louisiana University; Kevin W. Mossholder, Louisiana State U.

A Multi-Dimensional Scaling Study of Positive and Negative Discretionary Behaviors at Work, Rebecca Bennett, U. of Toledo; Christina L. Stamper, U. of North Carolina, Wilmington

Sportspersonship at Work: The Effects of Social and Formal Competition on Discretionary Behaviors, Joseph P. Daly, Appalachian State U.; Steven M. Sommer, U. of Nebraska Towards an Understanding of the Relationship Between Verbal Aggression in the Workplace and Organizational Citizenship Behavior, Mary B. Marrs, Idaho State U.; Daniel B. Turban, U. of Missouri, Columbia

Integrating Organizational Retalitory and Citizenship Behaviors Into Models of Job Performance: Two Sides of the Same Coin?, Jennifer D. Kaufman, Tulane U.; Paul E. Tesluk, Tulane U.

*Discussant: Thomas Tripp, Washington State U.*

**Monday 2:30 pm**

Paper: **Perspectives on Group Composition**
- 2:30-3:50 Hyatt West: Atlanta
*Chair: Dennis P. Bozeman, U. of Houston*

Taking Teams to Task: A Normative Model for Designing or Recalibrating Work Teams, Marifran Mattson, Purdue U., West Lafayette; Troy V. Mumford, Purdue U., West Lafayette; G. Scott Sintay, Purdue U., West Lafayette

*Published in Conference Proceedings*

The More We Are Alike, the More Confident We Become: The Mediating Effect of Group-Efficacy on the Relationship Between Team Heterogeneity and Team Performance and Reputation, Kristi M. Lewis, Oregon State U.; Cristina B. Gibson, Center for Effective Organizations, USC


The Impact of Relational Demography on Teamwork: When Differences Make a Difference, Charles A. O'Reilly III, Stanford U.; Katherine Y. Williams, Stanford U.; Sigal G. Barsade, Yale U.

*Winner of OB Division Best Paper Award Published in Conference Proceedings*


*Published in Conference Proceedings*

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Symposium: **Management, Organization and Human Nature**
- 2:30-3:50 Hyatt West: Regency Ball B(S)

*Chairs: Lívia Markóczy, Cranfield U.; Jeffrey Goldberg, Cranfield U.*

Discussants: Martin G. Evans, U. of Toronto; Barbara Pierce, U. of Western Ontario; Deborah A. Waldron, U. of Auckland; Roderick White, U. of Western Ontario

**Monday 4:10 pm**

**Monday 5:30 pm**

**Meeting: Business Meeting**
- 5:30-6:45 Hyatt West: Regency Ball B(S)

**Monday 6:45 pm**

**Tuesday 8:30 am**

Symposium: "Everything I need to know about teams and organizations I learned at the ball park": An examination of sports as a model and metaphor
- 8:30-10:10 Hyatt West: Regency Ball B(S)

*Chair: Nancy R. Katz, Harvard U.*


*Discussant: Michael B. McCaskey, Chicago Bears Football Team*

**Tuesday 10:30 am**

Paper: **Group Structure, Process, and Performance**
- 10:30-11:50 Hyatt West: Atlanta

*Chair: Arthur G. Jago, U. of Missouri, Columbia*


Measuring Internal Customer Satisfaction: A Comparison of Team Perceptions and Those of Their Internal Customers, G. Ronald Gilbert, Florida International U.

The Link Between Emotions and Team Effectiveness: How Teams Engage Members and Build Effective Task Processes, Vanessa Urch Druskat, Case Western Reserve U.; Steven B. Wolf, Marist College

*Published in Conference Proceedings*
Comparing the Effects of Trust and Reward Structures on Group Problem Solving, Kurt T. Dirks, Simon Fraser U.; Donald L. Ferrin, U. of Minnesota

*Discussant: Dennis Nagao, Georgia Institute of Technology*

**681.** Paper: **Organizational Citizenship Behaviors: A Focus on Antecedents**
- 10:30-11:50 Hyatt West: New Orleans

  *Chair: Robert H. Moorman, West Virginia U.*

A Common Conceptual Space for Employee Extra-Role Behaviors, Badrinarayan Shankar Pawar, City U. of Hong Kong; Kenneth K. Eastman, Oklahoma State U.

Attributions of the "Causes" of Performance as an Alternative Explanation of the Organizational Citizenship Behavior / Organizational Performance Relationship, Daniel Gregory Bachrach, Indiana U., Bloomington; Elliot Bendoly, Indiana U., Bloomington; Philip M. Podsakoff, Indiana U., Bloomington

Understanding Prosocial Constructs in Organizational Behavior Theory and Research: Toward a Role Theory Conceptualization, Morgeson Phillip Morgeson, Texas A&M U., College Station

Three Components of Commitment: Their Effects on In-role and Extra-role Performance in the People's Republic of China, Zhen Xiong Chen, Hong Kong Baptist U.; Anne Marie Francesco, Hong Kong Baptist U./ Pace U.


*Discussant: Denise Daniels, Seattle Pacific U.*

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**Tuesday 2:00 pm**

**682.** Paper: **Relations Between Justice, Performance, and Performance Appraisal**
- 2:00-3:20 Hyatt West: Atlanta

  *Chair: Lynda St. Clair, Bryant College*

The Role of Fairness and Privacy in Electronic Performance Monitoring and Control Systems: Some Preliminary Findings, Bradley J. Alge, Ohio State U., Columbus

Cutting Off Your Nose to Spite Your Face? Why Graduates Damage the Reputational Rankings of Their Alma Maters, Daniel M. Cable, U. of North Carolina, Chapel Hill; Charles K. Parsons, Georgia Institute of Technology

A Construct Validation of a Measure of Organizational Justice, Jason A. Colquitt, U. of Florida


Cruising for Justice: Determinants of Distributive and Interactional Justice in Extended Service Encounters, Donald E. Conlon, Michigan State U.; Linn Van Dyne, Michigan State U.; Morgan Milner, Michigan State U.

*Discussant: Ralph Katerberg, U. of Cincinnati*

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**683.** Paper: **Power and Politics in Organizational Settings**
- 2:00-3:20 Hyatt West: New Orleans

  *Chair: Michael M. Crant, U. of Notre Dame*

Addressing Politics in Matrix Teams, Lawrence Alan Witt, U. of New Orleans

Influencing Others’ Impressions: The Use of Impression Management Tactics in Combination, Mark C. Bolino, U. of South Carolina; William H. Turnley, Kansas State U.

Individual and Organizational Consequences of CEO Claimed Handicapping: What's Good for the Goose May Not Be Good for the Gander, Phyllis Anne Siegel, Rutgers U.


*Published in Conference Proceedings*

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**Symposium:** Advances in Team Research: Incorporating Levels of Analysis for Stronger Theory, Measurement, and Analysis
- 2:00-3:20 Hyatt West: Regency Ball B(S)

  *Chairs: Sandi Lynne Dinger, State U. of New York, Binghamton; Francis J. Yammarino, State U. of New York, Binghamton*


Organizational Linkages Analysis in Group Research, Paul S. Goodman, Carnegie Mellon U.


*Discussant: Lawrence Brawley, U. of Waterloo*

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**685.** Paper: **Current Issues in the Study of Transformational Leadership**
- 3:40-5:00 Hyatt West: Regency Ball B(S)

  *Chair: Jeffrey A. Miles, U. of the Pacific*


Managing Multiple Demands: Leadership Profiles of Managers Who Meet and Who Do Not Meet the Expectations of All Members of Their Organizational Role-Set, Robert Hooijberg, Rutgers U.; Jaepil Choi, Rutgers U.

The Effectiveness of Transactional and Transformational Leader Behaviors in Chinese Organizations: Evidence from Taiwan, Xiao-Ping Chen, Indiana U., Bloomington; Jiing-Lih Farh, Hong Kong U. of Science and Technology

The Distinction between Charisma and Vision, Naresh Khatri, Nanyang Technological U., Singapore; Tracy Lee Hway, Nanyang Technological U., Singapore

Moral Reasoning and Transformational Leadership, Nick Turner, U. of Sheffield; Julian Barling, Queen’s U.

*Discussant: Ronald Deluga, Bryant College*
686. **Symposium: Current Approaches to the Study of Social Exchange and Networks**
- **Chair:** Carolyn Birmingham, U. of Oklahoma
- **Boundary Management in Social Support Relationships: The Case of Peer Support in Work Organizations,** Samuel B. Bacharach, Cornell U.; Peter Bamberger, Technion, Israel Institute of Technology; Valerie M. McKinney, Cornell U.
- **Individual and Structural Origins of Friendship and Social Position Among Professionals,** Paul M. Olk, U. of California, Irvine; Deborah E. Gibbons, Georgia State U., Published in Conference Proceedings
- **Exchange Processes of Interpersonal Helping in the Social Structure of Work Groups,** Kai Lamertz, Concordia U., Montreal

**Winners of OB Division Best Dissertation-Based Paper Award**
- **The Concurrent Impact of Internal and External Network Ties on Group Performance,** Priti Pradhan Shah, U. of Minnesota; Russel W. Rogers, U. of Minnesota; Norman Chervany, U. of Minnesota; Kurt T. Dirks, Simon Fraser U.
- **Discussion:** Lisa J. Gebhardt, Arizona State U.

687. **Symposium: Organizational Learning From Crisis: Towards an Appreciation and Use of Crisis’ Positive Properties**
- **Chair:** Christophe Roux-Dufort, Ecole des Hautes Etudes Commerciales; Maria L. Nathan, U. of Texas, San Antonio
- **Exploring the Barriers to Learning from Crisis,** Denis Smith, Sheffield University Management School; Dominic Elliott, De Montfort U.
- **Crisis Management and Negative Emotional Residue,** Christine M. Pearson, U. of North Carolina, Chapel Hill
- **Crisis and the Art of Learning Vicariously,** Maria L. Nathan, U. of Texas, San Antonio; Sarah Kovoor-Misra, U. of Colorado, Denver
- **Discussion:** Paul Shrivastava, Bucknell U.

**Wednesday 8:30 am**

688. **Paper: Views of Oneself and the Organization**
- **Chair:** Kenneth Brown, U. of Iowa
- **Objective and Subjective Work Characteristics and Well-Being: Contemporaneous, Panel, and Replicative Tests,** Jason D. Shaw, Drexel U.; Nina Gupta, U. of Arkansas, Fayetteville
- **Engaging the Human Spirit at Work: Exploring the Psychological Conditions of Meaningfulness, Safety, and Availability,** Douglas R. May, U. of Nebraska; Richard L. Gilson, U. of Nebraska; Lynn Harter, U. of Nebraska

689. **Symposium: Cynicism and trust in workplace relationships**
- **Chair:** Anne M. O’Leary-Kelly, U. of Arkansas, Fayetteville
- **Cynicism at Work: the Social Dynamics of Extreme Distrust in Organizations,** Daniel J. McAllister, McDonough School of Business, Georgetown U.
- **The Effects of Cynicism on the Development and Destruction of Interpersonal Trust,** Ellen M. Whitener, U. of Virginia
- **The Development of Workplace Cynicism and Trust:** Daniel J. McAllister, McDonough School of Business, Georgetown U.

**Wednesday 10:40 am**

690. **Symposium: Structuring Service Interactions for Effective Service Delivery: New Research Findings**
- **Chair:** Larry W. Hunter, U. of Pennsylvania
- **Customer Reactions to Service Relationships and Encounters,** Bennett Berry, U. of Arizona; Barbara A. Gutek, U. of Arizona; Anita D. Bhappu, U. of Arizona
- **Customer/Provider versus Provider/Provider Relationships:** Jody Hoffer Gittell, Harvard U.
- **The Effects of Gender Bias on Phone-Based Service Encounters,** Dan Moshavi, San Jose State U.
- **Effects of Explanations and Waiting Duration Information on Perceptions of Service Delivery Delays,** Stephen W. Gilliland, U. of Arizona; Markus Groth, U. of Arizona

**Wednesday 12:20 pm**

**Wednesday 12:20 pm**

691. **Paper: Frazzled, Fried, and Fit-To-Be-Tied: Stress in the Workplace**
- **Chair:** Gary J. Blau, Temple U.
- **Coping Across Four Stages of an Organizational Merger,** Angelo J. Kinicki, Arizona State U.; Mel Fugate, Arizona State U., Main; Christine L. Scheck, Northern Illinois U.
- **A Conservation of Resources Model of the Dynamics of Emotional Labor,** Célèste M. Brotheridge, U. of Manitoba


693. **Organizational Cynicism: An Examination Using Social Exchange Theory and Contemporary Workplace Outcomes,** Pamela Brandes, Southern Connecticut State University; Ravi Dharwadkar, Syracuse U.; James W. Dean, U. of North Carolina, Chapel Hill

694. **Sanctioning Systems, Decision Frames, and Cooperation,** Ann E. Tenbrunsel, U. of Notre Dame; David Messick, Northwestern U.

**Discussion:** Keith James, Colorado State U.
Experimental analysis of a Cognitive Model of the Stress Response, Jerry C. Wofford, U. of Texas, Arlington; Vicki L. Goodwin, U. of North Texas

Pulled Apart: Role Stress in Informal Intraorganizational Networks, Markus Vodosek, U. of Michigan

An Empirical Examination of a Stress-Based Framework of Survivor Responses to Downsizing, Gretchen M. Spreitzer, U. of Southern California; Aneil K. Mishra, Wake Forest U.

Discussant: James Campbell Quick, U. of Texas, Arlington
# Operations Management

**Program Chair:** Robert Klassen, University of Western Ontario  
**Workshop Chair:** Tom Choi, Arizona State University

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<th>Start</th>
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<td>Visions for the OM Field for the Next Millennium</td>
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<td>OM Teaching Approaches • HW: Atlanta</td>
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<td>P: Global operations • S: Engleberg</td>
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<td>1:00 pm</td>
<td>P: New product development • S: Engleberg</td>
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<td>P: Leveraging information in OM • S: Engleberg</td>
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<td>4:10 pm</td>
<td>P: Business meeting &amp; Social hour • S: Engleberg</td>
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<td>M: Business meeting &amp; Social hour • S: Engleberg</td>
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<td>8:30 am</td>
<td>P: Supply chain management • S: Engleberg</td>
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<td>10:30 am</td>
<td>P: McDonald’s ‘Made for You’ • HW: Goldcoast</td>
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<td>P: Operations strategy • S: Engleberg</td>
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**Friday 1:00 pm**

**OM Doctoral Consortium**
- 1:00-5:00 Hyatt West: Burnham  
**Preregistration required**

**Chairs:** Jack Meredith, Wake Forest U.; Manus Rungtusanatham, Arizona State U., Main  

**Saturday 7:00 am**

**OM Doctoral Consortium**
- 7:00-12:30 Hyatt West: Burnham  
**Preregistration required**

**Chairs:** Jack Meredith, Wake Forest U.; Manus Rungtusanatham, Arizona State U., Main  

**Saturday 1:00 pm**

**Visions for the OM Field for the Next Millennium**
- 1:00-2:30 Hyatt West: Atlanta  
**Chair:** Roger Schroeder, U. of Minnesota  
**Presenters:** Dick Chase, U. of Southern California; Kevin Dooley, Arizona State U., Main; Roberto Filippini, Aarhus School of Business; Aleda Roth, U. of North Carolina, Chapel Hill; Danny Samson, U. of Melbourne, Australia

**Saturday 3:00 pm**

**Innovative Teaching Approaches**
- 3:00-4:30 Hyatt West: Atlanta  
**Chair:** Christopher M. McDermott, Rensselaer Polytechnic Institute  
**Presenters:** Robert Handfield, Michigan State U.; Diane H. Parente, Pennsylvania State U., Erie; Susan Walsh Sanderson, National Science Foundation/Rensselaer Polytechnic Institute; Dwight Smith-Daniels, Arizona State U., Main

**Saturday 5:00 pm**
Sunday 8:00 am

696. OM Cocktail Social

- 5:00-6:30 Hyatt West: Hong Kong

By invitation only

Organizer: Thomas Y. Choi, Arizona State U., Main

Sunday 10:00 am

697. How OM Fits in the Business School

- 8:00-10:00 Hyatt West: Atlanta

Chair: Barbara Flynn, Wake Forest U.

Presenters: John Anderson, U. of Minnesota; William H. Glick, Arizona State U., Main; Chan Hahn, Bowling Green State U.; Barbara Flynn, Wake Forest U.; Shawnee Vickery, Michigan State U.

Monday 8:30 am

699. Paper: Division welcome and Quality management: determinants and outcomes

- 8:30-10:20 Swiss: Engleberg

Program Chair: Robert D. Klassen, U. of Western Ontario

Chair: Joseph G. Ecker, Rensselaer Polytechnic Institute

The Context of Convergent Quality, John E. Ettlie, U. of Chicago

Perspectives and methods

Determinants and outcomes

The Dynamic and Evolutionary Character of Organizational Models -- An Analysis of the Reflective and Toyota Production Systems as Implemented at Volvo and Toyota, Frits Kristiaan Pil, U. of Pittsburgh; Takahiro Fujimoto, U. of Tokyo

Plant Roles in the Management of Multinational Manufacturing Firms, Thomas H. Brush, Purdue U., West Lafayette; Catherine Maritan, State U. of New York, Buffalo; Aneel Karnani, U. of Michigan

Discussant Panelists: Barbara Flynn, Wake Forest U.; Paul Gemmel, U. of Ghent

Monday 1:00 pm

701. Paper: New product development: from inception to launch

- 1:00-2:10 Swiss: Engleberg

Chair: Nancy Lea Hyer, Vanderbilt U.

Activities and Drivers in the Radical Product Development Process, Christopher M. McDermott, Rensselaer Polytechnic Institute; Theresa Taylor Coates, Rensselaer Polytechnic Institute

Determinants of New Product Manufacturability, Morgan Swink, Michigan State U.


Published in Conference Proceedings

Discussant: Neil Jones, U. of Western Ontario

Monday 2:30 pm

702. Paper: Leveraging external information in manufacturing

- 2:30-3:50 Swiss: Engleberg

Chair: Atsuto Nishio, Takushoku U.

Information Processing alternatives for Coping with Manufacturing Environment Complexity, Barbara Flynn, Wake Forest U.; E. James Flynn, Wake Forest U.

Information Utilization in Global Manufacturing Network Design and Management, Sheldon R. Smith, Brigham Young U., Hawaii; Stanley E. Fawcett, Brigham Young U.

Inward Operational Technology Transfer: An Information Processing-Based Typology, Gregory Neal Stock, Hofstra U.; Mohan V. Tatikonda, U. of North Carolina, Chapel Hill

Discussants: Cecil Bozarth, North Carolina State U.; Laura Swanson, Southern Illinois U., Edwardsville; Rebecca Duray, U. of Colorado, Colorado Springs

Monday 5:30 pm

703. Meeting: Business Meeting and Social Hour

- 5:30-7:00 Swiss: Engleberg

Division Chair: Peter T. Ward, Ohio State U.

Program Chair: Robert D. Klassen, U. of Western Ontario

Professional Development Workshop Chair: Thomas Y. Choi, Arizona State U., Main

Division Chair-Elect: Cecil Bozarth, North Carolina State U.

Tuesday 8:30 am

704. Paper: Supply chain management

- 8:30-10:10 Swiss: Engleberg

Chair: Owen P. Hall, Jr., Pepperdine U.

Buyers and Suppliers: Different strokes for different folks, Nazli Wasti, Middle East Technical University, Ankara
### Tuesday 10:30 am

**705.** Theme: *Change and Development: McDonald's Launch of "Made For You" System*

- **10:30-11:50 Hyatt West: Goldcoast**
  
  McDonald’s is going through a dramatic restructuring of its operations. In addition to exploring the design process, launch and early results, this session will consider the research and teaching implications of reconfiguring operations.

  **Chair:** Kenneth K. Boyer, DePaul U.

  **Distinguished Speaker:** Lynn Crump-Caine, McDonald’s Corporation, Group Vice-President of Operations

  **Discussant:** Peter T. Ward, Ohio State U.

### Tuesday 2:00 pm

**706.** Paper: *Operations strategy and competitive advantage*

- **2:00-3:20 Swiss: Engleberg**
  
  **Chair:** Diane H. Parente, Pennsylvania State U., Erie
  

  **Mass Customization Approaches: A Typology and Empirical Validation,** Rebecca Duray, U. of Colorado, Colorado Springs; Peter T. Ward, Ohio State U.

  **Differentiators Between High and Low Performing Manufacturing Firms: An Empirical Study,** Mile Terziovski, Monash U., Caulfield

  **Discussants:** Linda C. Angell, Pennsylvania State U.; Charles Lackey, U. of Texas, Brownsville; Kimberly A. Bates, U. of Toronto
# Organization and Management Theory

**Program Chair:** Joseph Porac, University of Illinois, Urbana-Champaign  
**Workshop Chair:** Eric Abrahamson, Columbia U.

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<thead>
<tr>
<th>Start</th>
<th>Regular Program</th>
<th>Shared Program</th>
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| 5:00 pm | 80. BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research  
81. Critical Mgmt: Doctoral Workshop  
82. Critical Management Studies: B  
83. Critical Management Studies: B  
84. OB/OMT Junior Faculty Consortium  
85. Reception for the New Doctoral A  
86. OB/ODC/OMT Doctoral Consortium  
87. Critical Management Studies: B  
88. Critical Management Studies: B  |
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91. Critical Management Studies: P  
92. Critical Management Studies: P  
93. Critical Management Studies: P  
94. OB/MTC Junior Faculty Consor  
95. OB/ODC/OMT Doctoral Consortium  |
| 7:30 am | 100. IOM: Managerial Effectiveness in Latin America  
101. IOM: Competing in Latin America  |
| 8:00 am | 110. MOC/OMT: Legitimacy & Identity  
112. OCIS & OMT: Working Collaboratively Across Intranets and Internet  |
| 9:00 am | 120. Critical Management Studies: B  
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### Organization and Management Theory (OMT)

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<th>Time</th>
<th>Paper</th>
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<tr>
<td>3:40 pm</td>
<td>731. P. Market Dynamics • HE: Columbus G</td>
<td>Sunday 9:00 am</td>
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<td>10:40 am</td>
<td>711. P. Sensemaking and Change • HE: Columbus G</td>
<td>Monday 10:40 am</td>
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<td>8:30 am</td>
<td>730. P. Social capital(N) • HE: Columbus I/J</td>
<td>Sunday 10:00 am</td>
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<td>10:40 am</td>
<td>710. P. Environmental Uncertainty • HE: Columbus G</td>
<td>Monday 9:00 am</td>
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<td>9:00 am</td>
<td>732. P. Structure and Environment • HE: Columbus K/L</td>
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<td>12:20 pm</td>
<td>705. P. Identities and Organizing • HE: Columbus G</td>
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<td>707. Teaching Workshop: Sharing Resources for Managing Experiential Learning</td>
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<td>* 9:00-12:00 Hyatt East: GndBall B</td>
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<td><strong>Organizer:</strong> Paul A. Fouts, Golden Gate U.</td>
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<td><strong>Presenters:</strong> Anne H Reilly, Loyola U.; Tracy Thompson, U. of Washington, Tacoma; Robert F.</td>
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<td>Dennehey, Pace U.; Cheryl Harvey, Wilfrid Laurier U.; Kim Moroney, Wilfrid Laurier U.; David</td>
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<td>M. Boje, New Mexico State U.; Grace Ann Rosile, New Mexico State U.; Ronald R. Sims, College</td>
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<td>708. OMT: Perspectives on the Knowledge Industry</td>
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<td><strong>Organizer:</strong> Christopher Davis McKenna, Johns Hopkins U.</td>
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<td><strong>Presenters:</strong> Lars Engwall, Uppsala U.; James O'Shea, The Chicago Tribune; Denis St. Martin,</td>
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<td>Carleton U.; Mauro F. Guille, Princeton/U. of Pennsylvania; Donald Jacobs, Northwestern U.;</td>
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<td>John R. Landry, Harvard Business Review</td>
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<td>709. OMT Welcome and 1999 Distinguished Scholar Award and Invited Address</td>
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<td><strong>Chair:</strong> Eric Abrahamson, Columbia U.</td>
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<td><strong>Speaker:</strong> C. R. Hinings, U. of Alberta</td>
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<td>710. Paper: Communities of Practice in Shaping Knowledge Creation in Organizations (Knowledge)</td>
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<td>Technology Firm: The Impact of Internal and External Sources of Knowledge on Individual</td>
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<td>Performance, Robin Teigland, Institute of International Business; Julian Birkinshaw, London</td>
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<td>Creating Shared Meaning Across Occupational Communities: An Ethnographic Study of a Production</td>
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<td>Floor, Beth A. Bechky, U. of Pennsylvania</td>
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<td>Winner of the Sage-Louis R. Pondy Best Dissertation-Based Paper Award</td>
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<td>Knowledge Management of Management Scholars; Pluralism, Collaboration, and Knowledge Productivity</td>
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<td>Paul F. Skilton, Arizona State U.; William H. Glick,</td>
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<td>Arizona State U., Main; Robert M. Wiseman, Michigan State U.</td>
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<td><strong>Discussant:</strong> John Seely Brown, Xerox, Palo Alto Research Center</td>
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<td>711. Paper: Ambiguity, Sensemaking, and Managerial Improvisation (Knowledge)</td>
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<td><strong>Chair:</strong> dt ogilvie, Rutgers U.</td>
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<td><strong>Learning, Ambiguity, and the Myths of Management, Jerker C. Denrell, Institute of International</strong></td>
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<td><strong>Nonsensemaking in Organizations: An Exploratory</strong></td>
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<td>Theoretical Framework, Sally Maitlis, U. of Sheffield; Thomas B. Lawrence, U. of Victoria</td>
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<td>**Improvisation: A Theoretical Model of its Dimensions, Antecedents, Outcomes, and Moderating</td>
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<td>Variables, Dusya M. Vera, U. of Western Ontario, Ivey School of Business; Mary M. Crossan, U. of</td>
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<td><strong>Discussant:</strong> Frances J. Milliken, New York U.</td>
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<td>712. Paper: The Process of Institutionalization (Institutions)</td>
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<td><strong>Chair:</strong> Tiffany L. Galvin, U. of Texas, Dallas</td>
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<td>**Memetics: An Evolutionary Perspective on the Institutionalization Process, Patrick L. Schultz,</td>
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<td>**Learning Along the Way: A Case Study of Population Level Learning Processes in Job Design,</td>
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<td>Lisa E. Cohen, U. of California, Berkeley</td>
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<td>**Facade and Means to Control - The Use of ISO 9000 Standards in For-Profit-Organizations,</td>
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<td>Peter Walgenbach, U. of Mannheim</td>
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<td>**The Reflection of Institutional Myths in the Structuring of a National Medical Research</td>
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<td>Initiative, Judith Birdsell, Alberta Heritage Foundation for Medical Research; Pushkala Prasad,</td>
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<td>Lund U.; Wilfred Zerbe, U. of Calgary</td>
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<td><strong>Discussant:</strong> Pamela S. Tolbert, Cornell U.</td>
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<td>713. Paper: The Content and Consequences of Interorganizational Networks (Networks)</td>
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<td>* 12:20-2:10 Hyatt East: Columbus G</td>
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<td><strong>Chair:</strong> Ha T. Hoang, Case Western Reserve U.</td>
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<td>**Interorganizational Networks and Social Structure: Status Groups in the Population of</td>
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<td>Canadian Business Schools, Robert J. David, Cornell U.</td>
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<td>**Learning Through Networks: Effects of Partner Experience on Acquisition Premiums, Pamela</td>
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<td>Haunschild, Stanford U.; Christine M. Beckman, Stanford U.</td>
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Published in Conference Proceedings
The Exchange of Experience in a Moral Economy: Embedded Ties and Vicarious Learning in Kibbutz Agriculture. Paul Ingram, Columbia U.; Tal Simons, Tel Aviv U. 
Published in Conference Proceedings

Discussant: Mark S. Mizruchi, U. of Michigan

Paper: The Dynamics of Knowledge Within Organizations (Knowledge)
- 12:20-2:10 Hyatt East: Columbus I/J
Chair: Jacqueline Meszaros, U. of Washington, Bothell
Exploring Inflows of Knowledge into Subunits of MNCs: A Relevance Theory Perspective. Martin Schulz, U. of Washington
Discussant: Bruce Kogut, U. of Pennsylvania

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

Monday 2:30 pm

Paper: Inciting and Managing Organizational Change
- 2:30-3:50 Hyatt East: Columbus G
Chair: Anjali Sastry, U. of Michigan
Local Rule Theory: An Ecological Model of Organizational Stability and Change. Tim Haslett, Monash U.; Charles Osborne, Monash U.
Organizational Portfolio Theory: Performance-Driven Organizational Change. Lex Donaldson, The University of New South Wales
Managerial Action and Personal Control in the Implementation of Planned Change. David Partington, Cranfield U.
Discussant: John R. Kimberly, U. of Pennsylvania / INSEAD

Monday 4:10 pm

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

Published in Conference Proceedings

Informal Networks, Social Control, and Third Party Cooperation. Martin Gargiulo, INSEAD
Published in Conference Proceedings

On the Shape of Informal Organizations, Reed E. Nelson, Southern Illinois U.
Discussant: David Krackhardt, Carnegie Mellon U.

720. Symposium: The Emergence of New Organizational Forms (Institutions)
- 4:10-5:30 Hyatt East: Columbus I/J
Chairs: Heather A. Haveman, Cornell U./Columbia U.; Robert J. David, Cornell U.
Heterogeneity vs. Homogeneity in a New Organizational Form: Magazine-Publishing Companies in America, Heather A. Haveman, Cornell U./Columbia U.
The Institutionalization of the Management Consulting Industry, Robert J. David, Cornell U.
The Instability of Organizational Forms in Institutional Context: The Evolution of Standard Forms in Global Exchange Services, Marc Ventresca, Northwestern U.
Discussant: Howard E. Aldrich, U. of North Carolina, Chapel Hill

721. Paper: Macrocultural Processes in Organizational Fields (Knowledge)
- 4:10-5:30 Hyatt East: Columbus K/L
Chair: Suzanne M. Carter, U. of Notre Dame
The Career of a Popular Construct: A Pluralistic Journey of Understandings of Empowerment, Jean M. Bartunek, Boston College; Gretchen M. Spreitzer, U. of Southern California
Ready to Wear ? The Tailoring of Legitimating Accounts, W. E. Douglas Creed, Boston College; Maureen Scully, Massachusetts Institute of Technology; John Austin, U. of Washington, Bothell
The Relationship Between Industry Macroculture and Executive Perceptions of Strategic Issues, John W. O'Neill, Johnson and Wales U.; Laura L. Beauvais, U. of Rhode Island
Discussant: Charles J. Fonbrun, New York U.

Monday 5:40 pm

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

Tuesday 8:30 am

723. Symposium: Competition Among Organizations as Industries Evolve
- 8:30-10:10 Hyatt East: Columbus G
Chair: William P. Barnett, Stanford U.
Organizer: Aimee-Noelle Swanson, Stanford U.
Competition Among Organizations As Industries Evolve, Aimee-Noelle Swanson, Stanford U.; William P. Barnett, Stanford U.
Market Resource Distribution and the Partitioning of Dutch Newspaper Organizations, Christophe Boone, Maastricht U.; Glenn R. Carroll, U. of California, Berkeley; Arjen van Witteloostuijn, U. of Maastricht
Aging, Obsolescence and Organizational Innovation, Jesper B. Sorensen, U. of Chicago; Toby E. Stuart, U. of Chicago
Discussant: Terry Amburgey, U. of Kentucky

Tuesday 10:30 am

724. Paper: Trust and Transactional Networks at the Buyer-Supplier Interface (Networks)
- 8:30-10:10 Hyatt East: Columbus I/J
Chair: Martin Gargiulo, INSEAD
Making and Acting Upon Trustworthiness Assessments in Buyer - Supplier Relations, David W. Allison, U. of Michigan
The Structuration of Interfirm Ties: The Case of Stick Versus Switch Decisions, Brian Uzzi, Northwestern U.; Michael Alan Sacks, Northwestern U.
Two Faces of Trust: Professional Client Relations in Knowledge Work, Anurag Sharma, U. of Massachusetts, Amherst
Sales-Interactions as the Building Blocks of Industrial Markets: Towards a Study of the Micro-Foundations of Exchange Among Firms, Asaf Darr, U. of Haifa
Discussant: Ron Burt, U. of Chicago

725. Paper: Managerial Fads and the Adoption of New Ideas for Organizing (Knowledge)
- 8:30-10:10 Hyatt East: Columbus K/L
Chair: John M. Mezias, U. of Miami
"In Search of Excellence": Fads, Success Stories, and Communication Bias, David Strang, Stanford U.; Michael W. Macy, Cornell U.
Winner of West Publishing Best Paper Award
Published in Conference Proceedings
Knowledge Industries and Idea Entrepreneurs, Eric Abrahamson, Columbia U.; Gregory B. Fairchild, Columbia U.
The Catalyst Role of Innovation: Organizational Cognition and Shifts in Search Intensity, Henrich R. Greve, U. of Tsukuba; Alva H. Taylor, Northwestern U.
Discussant: Anne Miner, U. of Wisconsin, Madison

726. Paper: The Structure and Distribution of Knowledge in Organizations (Knowledge)
- 10:30-11:50 Hyatt East: Columbus G
Chair: Charles Galunic, INSEAD
The Cognocratic Organization: Towards a Knowledge Theory of the Firm, Filipe M. Santos, Stanford U.
Patterns of Knowledge Distribution in Organizations, Vikas Anand, U. of Arkansas; Paul F. Skilton, Arizona State U.; Barbara W. Keats, Arizona State U., Main

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

Discussant: Mary Ann Glynn, Emory U.

727. Paper: Corporate Governance and the Relationships Among Boards, Shareholders, and CEOs
- 10:30-11:50 Hyatt East: Columbus I/J
Chair: Margarethe F. Wiersema, U. of California, Irvine
Integrating Agency and Stewardship Theories: The Moderating Role of the Environment, Ann K. Buchholtz, U. of Georgia; Deborah L. Kidder, U. of Connecticut
Foreign Share Ownership and Corporate Behavior in Japan, Christina Linn Ahmadjian, Columbia U.; Gregory E. Robbins, Columbia U.
A Behavioral Perspective of Strategic Initiative Adoption: The Case of Stock Repurchase Programs, William Gerard Sanders, Brigham Young U.; Mason A. Carpenter, U. of Wisconsin, Madison
Managing Impressions: Managerial Choices and the Proxy Statement Performance Graph, Gary T. Moskowitz, Southern Methodist U.
Discussant: Edward J. Zajac, Northwestern U.

728. Paper: Institutional Transformation in Organizational Fields (Institutions)
- 10:30-11:50 Hyatt East: Columbus K/L
Chair: William L. Dougan, U. of North Dakota
Institutional Contradictions, Praxis, and Institutional Transformation: A Dialectical Perspective, Myeong-Gu Seo, Boston College; W. E. Douglas Creed, Boston College
The Dynamics of the Bulgarian Newspaper Industry in a Period of Transition: Organizational Adaptation, Structural Inertia, and Political Change, Stanislav Dobrev, Tulane U.
From the Big-time to the Small time, the Change in the National Collegiate Athletics Association, Marvin Washington, Northwestern U.
Discussant: Huseyin Leblebici, U. of Illinois, Urbana-Champaign

729. Paper: Work and Careers on the Periphery of Organizations
- 2:00-3:20 Hyatt East: Columbus G
Chair: Joseph P. Broschak, U. of Illinois, Urbana-Champaign
Being There: The Acceptance and Marginalization of Part-Time Professional Employees, Thomas B. Lawrence, U. of Victoria; Vivien S. Clark, Wilfred Laurier U.
Factors Contributing to Success of Teleworkers, Sumita Raghuram, Fordham, U.; Raghu Garud, New York U.; Batia M. Wiesenfeld, New York U.
Predicting the Use of External Labor Arrangements: A Test Reconciling the Transaction Costs Perspective with the Development of Organizational Capabilities, John K. Masters, Western Illinois U.; Grant Miles, U. of North Texas
Social Networks in the Open Labor Market: An Exploration of Independent Contractors’ Careers, Laura Werber Castaneda, Stanford U.
Discussant: Peter Daniel Sherer, U. of Oregon

730. Paper: The Formation and Maintenance of Interorganizational Alliances (Networks)
- 2:00-3:20 Hyatt East: Columbus I/J
Chair: Ivan M. Manev, U. of Maine
The Emergence of Alliance Systems, Christoph Ferdinand Lechner, U. of St. Gallen; Günter Müller-Stewens, U. of St. Gallen
Resolving the Opportunism Minimization-Opportunity Maximization Paradox, Mark Hillam Hansen, Brigham Young U.; Robert E. Hoskisson, U. of Oklahoma; Jay B. Barney, Ohio State U.
On the Selection of Governance Structures for Inter-Firm Collaboration, Josep Rialp-Criado, U. Autònoma de Barcelona; Vicente Salas-Fumás, U. de Zaragoza
Discussant: Gautam Ahuja, U. of Texas, Austin

731. Paper: Market Mediators in Market Making
- 2:00-3:20 Hyatt East: Columbus K/L
Chair: Timothy G. Pollock, U. of Wisconsin, Madison
Discussant: Mitchell Y. Abolafia, State U. of New York, Albany

Tuesday 2:00 pm

Tuesday 3:40 pm

732. Paper: The Market Dynamics of Organizational Fields
- 3:40-5:00 Hyatt East: Columbus G
Chair: Jane C. Banaszak-Holl, U. of Michigan
Resource Partitioning, the Founding of Specialist Firms, and Innovation: The American Feature Film Industry, 1912-1229, John M. Mezias, U. of Miami; Steven J. Mezias, New York U.
Organizational and Interorganizational Effects on Corporate Expansion: Impacts of Relation-Specific and General Assets on Interfirm Link Continuity During International Expansion, Xavier Martin, New York U.
From Red Vienna to the Anschluss: Ideological Competition Among Viennese Newspapers During the Rise of National Socialism, William P. Barnett, Stanford U.; Michael Johannes Wywode, U. of Mannheim

**Discussant:** James B. Wade, U. of Illinois, Urbana-Champaign

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

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

**Chair:** Richard S. Maren's, U. of Washington

The Circulation of Elites: A Trickle-Up Theory, Linda Brewster Stearns, U. of California, Riverside

Class, Corporate Elites, and Corporate Behavior, Donald A. Palmer, U. of California, Davis

Financial Markets and Classes in Late Capitalism, Gerald F. Davis, U. of Michigan

Institutional Shortcomings: Negotiating Hegemony in the Climate Change Negotiations, David L. Levy, U. of Massachusetts, Boston

**Discussants:** G. William Domhoff, U. of California, Santa Cruz; Walter R. Nord, U. of South Florida

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

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

**Chair:** Dwight K. Lemke, James Cook U.


Measuring the Concept of Contingency Fit in Organizational Research: Theoretical Advances and New Empirical Evidence from China, Kai A. Schlevogt, Harvard U.; Lex Donaldson, The University of New South Wales

Contrasting Organizational Learning and Contingency Theory: A Study of the Interaction Effects of Formalization and Uncertainty on Performance, Ofer Meilich, Washington U.

Organization and Management in the Versatile Project-based Organization, John Rodney Turner, Erasmus U., Rotterdam; Anne Keegan, Erasmus U., Rotterdam

**Discussant:** William H. Glick, Arizona State U., Main

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**Wednesday 8:30 am**

**735.** Paper: What is Social Capital Worth? (Networks)

- 8:30-10:20 Hyatt East: Columbus I/J

**Chair:** Raymond T. Sparrowe, Cleveland State U.

Social Capital: The Good, the Bad, and the Ugly, Paul S. Adler, U. of Southern California; Seok-Woo Kwon, U. of Southern California

An Integrated Examination of the Public and Private Good Aspects of Human and Social Capital, Melvin L. Smith, U. of Pittsburgh


Supervision and Social Capital, Mindy W. Douthit, U. of Chicago


**Discussant:** Roberto Fernandez, Stanford U.

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**736.** Symposium: Empirical Findings from the International Research Program on New Organization Forms for the Information Age (NOFIA)

- 8:30-10:20 Hyatt East: Columbus K/L

**Chair:** Arie Y. Lewin, Duke U.


IT Enabled on Organizations and Performance: U. S. General Merchandising Industry (1980-1997), Starling D. Hunter, Massachusetts Institute of Technology

From Hierarchy to Market: Co-evolution of New Forms of Organizing in the German Automotive and Chemical Industry, Hannes Utikal, U. of Cologne; Oda Schliebusch, U. of Cologne; Ludwig Theuvsen, U. of Cologne

Comparative Analysis of Korean and German Argumentation Rationality of Strategic Decisions, Dong-Sung Cho, Seoul National U.; Axel von Werder, Technical U. of Berlin

**Discussant:** Frans A. J. van den Bosch, Erasmus U., Rotterdam

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**Wednesday 9:00 am**

**737.** Paper: Identities and Identification in Organizational Processes

- 9:00-10:20 Hyatt East: Columbus G

**Chair:** Celia V. Harquail, U. of Virginia

A Process Model of Organizational Identity, Mary Jo Hatch, Cranfield U.; Majken Schultz, Copenhagen Business School

Beyond Collective Organizational Identity: Empirical Evidence for Multiple Subidentities, Loren T. Gustafson, Seattle Pacific U.; Rhonda K. Reger, U. of Maryland

Boundary Management in New Product Teams: A Replication and Extension, Susanne G. Scott, U. of Massachusetts, Dartmouth

**Discussant:** Stuart Albert, Massachusetts Institute of Technology

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**Wednesday 10:40 am**

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

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

**Chair:** Amy B. Hietapelto, Michigan Technological U.


Executive Perceptions of Environmental Uncertainty Sources: A Taxonomy, Richard L. Priem, U. of Texas, Arlington; Leonard G. Love, U. of Texas, Arlington; Margaret A. Shaffer, Hong Kong Polytechnic U.

**Published in Conference Proceedings**
Divergence Between Informant and Archival Measures of the Environment: Real Differences, Artifact, or Perceptual Error?, Mousumi Bhattacharya, Syracuse U.; Kathleen K. Wheatley, Syracuse U.; D. Harold Doty, Syracuse U.

Discussant: Philip Bromiley, U. of Minnesota

739. Paper: The Contours of Organizational Culture
- 10:40-12:00 Hyatt East: Columbus I/J

Chair: Aneil K. Mishra, Wake Forest U.

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

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

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

Discussant: Susan C. Schneider, HEC, Geneva
### Organizational Development and Change

**Program Chair:** Rami Shani, California Polytechnic State University San Luis Obispo  
**Workshop Chair:** Ronald E. Purser, University of Washington

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<td>11:15 am</td>
<td>75 Tour to McDonald’s University • OS: McDonald’s U.</td>
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<td>1:00 pm</td>
<td>71 ODC, SIM, ONE: Business and Su • HW: Soldier Field</td>
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<td>77 Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Gbl 3</td>
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<td>5:00 pm</td>
<td>33 Critical Mgmt. Doctoral Workshop • HW: Durable</td>
<td>32 ODC &amp; BPS: Org. Learning as Developmental Journey • HW: Wrigley</td>
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<td>6:00 pm</td>
<td>38 Reception for the New Doctoral • S: Gbl 1</td>
<td>36 OB/ODC/OMT Doctoral Consortium • OS: Loyola U.</td>
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<td>37 Critical Management Studies: B • HW: Comiskey</td>
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<td>8:00 am</td>
<td>38 ENT &amp; ODC Workshop on Entrepreneurship Portfolios • HE: GndBall D(N)</td>
<td>39 Practitioner Series: Developing and Critiquing Action Research Projects • HE: Columbus C/D</td>
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<td>37 ODC/ODC/GDO/CAR: Career Identities in Academia • HE: Skyway</td>
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<td>8:30 am</td>
<td>100 OAM: Managerial Effectiveness in Latin America • S: Alpine II</td>
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<td>9:00 am</td>
<td>101 OB/ODC/OMT Doctoral Consortium • HE: Columbus E/F</td>
<td>102 Organizational Learning as a D • HW: Wrigley</td>
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<td>10:00 am</td>
<td>108 OD/IM/MED/GDO/CAR: Time Management • HE: Skyway 269</td>
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<td>10:30 am</td>
<td>74 ODC: Complexity Theory • HW: Stetson D</td>
<td>73 SME Development Programs in Ec • HW: McCormick</td>
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<td>109 OAM: Competing in Latin America • S: Alpine II</td>
<td>110 OAM: Managing the Tenure Process • S: Alpine II</td>
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<td>111 IPC: SME Development Programs • HW: McCormick</td>
<td>112 Critical Management Studies: • HW: Comiskey</td>
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<td>110 ODC &amp; ONE: Educating Leaders for Environmental Change • HW: Stetson C</td>
<td>113 Developing and Assessing Change • S: Alpine II</td>
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<td>115 MED/ODC/GDO: Spirituality at Work • HE: Skyway 269</td>
<td>116 Critical Management Studies: B • HW: Comiskey</td>
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<td>1:30 pm</td>
<td>118 OAM: Challenges &amp; Approaches to Quality • S: Alpine II</td>
<td>119 Critical Management Studies: Business &amp; Volunteering Connec • S: WmTell</td>
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<td>122 Management of the Tenure Process • S: Alpine II</td>
<td>123 Critical Management Studies: • HW: Comiskey</td>
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<td>127 OAM: Business Meeting &amp; Dinner • S: Alpine II</td>
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<td>136 ODC &amp; MED: Spirituality in Management • S: Alpine II</td>
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<td>8:30 am</td>
<td>137 MOC/OMT/ODC: Three Conversations about Concepts of Time in Organizations • S: Engleberg</td>
<td>138 Critical Management Studies: • HW: Comiskey</td>
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<td><strong>Saturday</strong></td>
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<td>73 Critical Management Studies: • HW: Columbian</td>
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<td>142 Critical Management Studies: • HW: Wrigley</td>
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<td>146 OB/ODC/OMT Doctoral Consortium • HW: Regency Ball A(S)</td>
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<td>148 OB/ODC/OMT Doctoral Consortium • HW: Regency Ball A(S)</td>
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<td><strong>Sunday</strong></td>
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<td>8:00 am</td>
<td>74 P: Welcome &amp; Strategic Change • HE: Columbus A</td>
<td>75 JS: Euphonie Pedagogy: Musical • S: Alpine II</td>
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<td>9:00 am</td>
<td>26 JS: Pluralistic Practice • HE: GndBall D(N)</td>
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<td>27 JS: Organizational Partnerships • HE: Columbus E/F</td>
<td>28 JS: Change and Development in ODC • HE: GndBall E</td>
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<td>26 JS: Pluralistic Practice • HE: GndBall D(N)</td>
<td>29 JS: Feedback Based Interventions • S: GndBall F</td>
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<td>28 JS: Organizational Commitment • HE: Columbus E/F</td>
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<td>74 F: Action Learning and Dialogue • HE: Columbus A</td>
<td>73 ODC: Past, Present, Future • HW: Water Tower</td>
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<td>74 P: Managing Change Complexity • HE: Columbus A</td>
<td>74 JS: The Academy and the Media • S: Gbl 1</td>
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<td>87 ODC/MED/ODC/GDO/CAR: Career Identities in Academia • HE: Skyway 269</td>
<td>88 ODC/MED/ODC/GDO/CAR: Career Identities in Academia • HE: Skyway 269</td>
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Organizational Development and Change

Saturday 10:30 am

740. Complexity, Evolutionary Theory, and Organizations
   • 10:30-3:00 Hyatt West: Stetson D
   Chair: Alfonso Montuori, California Institute of Integral Studies
   Presenters: Telmo Pievani, U. of Bergamo; Gianluca Bocchi, Milan Polytechnic

Sunday 9:00 am

741. ODC Consortium for Alternative Doctoral Programs in Executive Management and Organization Development
   • 9:00-12:00 Hyatt East: Columbus E/F
   Organizers: Peter F. Sorensen, Benedictine U.; Therese Yaeger, Benedictine U.
   Panel: Kurt Motamedi, Pepperdine U.; Joanne Preston, Pepperdine U.; Richard J. Boland, Jr., Case Western Reserve U.; John Aram, Case Western Reserve U.; Henrik H. Larsen, Copenhagen Business School; Maureen O’Hara, Saybrook Graduate School; Frank Friedlander, Fielding Institute

Monday 8:00 am

742. Paper: Division Welcome
   Continental Breakfast Strategic Change and Knowledge Management
   • 8:00-10:20 Hyatt East: Columbus A
   Division Welcomer: A.B. Rami Shani, California Polytechnic State U. San Luis Obispo
   Chair: Christopher G. Worley, Pepperdine U.
   Tacit Knowledge and Knowledge Management: The Keys to Sustainable Competitive Advantage, Roy Howard Lubit, Columbia U.
   The Role of Tacit Knowledge in the Team Building Process: Explanations and Interventions, Walter Scott Sherman, Pepperdine U.; Miriam Y. Lacey, Pepperdine U.
   Alternative Practices to Strategic Change Management, Quy Huy, INSEAD
   Discussants: Paul Lillrank, Helsinki University of Technology; Eli Berniker, Pacific Lutheran U.

Monday 10:40 am

743. Paper: Designing and Assessing Organizational Change
   • 10:40-12:00 Hyatt East: Columbus A
   Chair: Kay McGlashan McGlashan-Glasgow, California Polytechnic State U. San Luis Obispo
   Academy of Management ThemeSummit ’99: A Pluralistic Program Evaluation, Stephen P. Fitzgerald, California School of Professional Psychology
   Implementing Change: Matching Change Type to Implementation Methods., Robert W Walderssee, Queensland U. of Technology, Gardens Point; Andrew B. Griffiths, Queensland U. of Technology, Gardens Point; Lenka BiliK, Australian Graduate School of Management
   Choosing the Depth of Organizational Intervention: From Revisions to Reconsiderations, Julie Wolfram Cox, Monash U., Caulfield
   Discussants: Harvey Kolodny, U. of Toronto; Simcha Ronen, Tel Aviv U.

Monday 1:00 pm

744. Symposium: Revisiting the Role of Experiential and Case-Based Education in OD&C
   • 1:00-2:10 Hyatt East: Columbus A
   Chair: Glenn H. Varney, Bowling Green State U.
   Discussants: Tom G. Cummings, U. of Southern California; Alan Glassman, California State U., Northridge; Robert T. Golembiewski, U. of Georgia; James M. McFillen, Bowling Green State U.

Monday 2:30 pm

745. Paper: Systemic Transformation: An International Perspective
   • 2:30-3:50 Hyatt East: Columbus A
   Chair: William Torbert, Boston College
   Developing the “Extended Web” Model: A Cultural Framework for Organizational Development, Loizos T. Heracleous, National U. of Singapore
   Using an Outsider-Insider Frame of Reference in Studying the Process of Change, Maria Aggestam, Lund U.
   The Bi-Cultural Broker: A New Role for Change Agents in Multi-National Organizations, Maria Cecilia McMillen, Universidad de San Francisco de Quito; Maria Eugenia Arias
Monday 4:10 pm

746. Paper: Action Learning, Organizational Learning, and Dialogue
- 4:10-6:00 Hyatt East: Columbus A
Chair: Ronald R. Sims, College of William and Mary
Creating Conversations for Change: Lessons from Learning History Projects, George L. Roth, Massachusetts Institute of Technology
Winner of ODC Division Best Practice-Related Paper Published in Conference Proceedings
Overcoming Emotional Barriers, Control Imperatives, and Power Disparities in Organizational Transformation, Myeong-Gu Seo, Boston College
It's Not the Seed, it's the Soil: Social Psychological Influences on Outcomes of Organizational Change Programs, Amy C. Edmondson, Harvard U.; Anita Williams Woolley, Harvard U.
Dialogue as a Path of Change and Development in a Pluralistic World, Mary Ann Hazen, U. of Detroit Mercy
Discussants: Peter Docherty, National Institute for Working Life, Stockholm; Michael Marquardt, George Washington U.

Tuesday 8:30 am

747. Paper: High Performance Work Systems and Self Managed Teams
- 8:30-10:10 Hyatt East: Columbus A
Chair: Peter J. Robertson, U. of Southern California
Published in Conference Proceedings
High Performance Work Organizations: Toward a Common Definition and Propositions for Implementation, Bradley L. Kirkman, U. of North Carolina, Greensboro; Kevin B. Lowe, U. of North Carolina, Greensboro; Dianne P. Young, Center for Creative Leadership; Ashley A. Palmer, U. of North Carolina, Greensboro
Discussants: Susan G. Cohen, U. of Southern California; Frances A. Viggiani, Alfred U.

Tuesday 10:30 am

748. Paper: Managing Change Complexity: Beyond Lewin's Legacy
- 10:30-11:50 Hyatt East: Columbus A
Chair: Tom G. Cummings, U. of Southern California
The De-Development of Contemporary Organizations, Paul Nutt, Ohio State U., Columbus
Winner of ODC Division Best Paper Published in Conference Proceedings
Towards a Processual Framework for Understanding Change, Patrick Dawson, U. of Aberdeen

Tuesday 2:00 pm

749. Symposium: Social Learning for Change and Development
- 2:00-3:20 Hyatt East: Columbus A
Chair: L. David Brown, Boston U.
Social Learning as Changes in Rules, Norms & Beliefs: A Theoretical Perspective Applied to Corporate Environmentalism, Andrew Hoffman, Boston U.; Darcy Ashman, School for International Training
Developing Democracy: Interorganizational Networks and Social Learning in Bangladesh, Darcy Ashman, School for International Training
Discussant: Rajesh Tandon, PRIA

Tuesday 3:40 pm

750. Invited Address: Dr. Rajesh Tandon Executive Director, Society For Participatory Research in Asia
- 3:40-5:10 Hyatt East: Columbus A
Dr. Tandon has been a pioneer in applying the insights of action research to the problems of promoting development that benefits the poor and disenfranchised around the world. His talk would focus on organizational renewal for social change organizations.
Organizer: A.B. Rami Shani, California Polytechnic State U. San Luis Obispo

Tuesday 5:30 pm

751. Meeting: Business Meeting & Social Hour, Kenneth Murrell & A.B. Rami Shani
- 5:30-8:30 Hyatt East: Columbus A

Wednesday 8:30 am

752. Paper: Missing Elements in Organizational Change
- 8:30-10:20 Hyatt East: Columbus A
Chair: Newton Margulies, U. of California, Los Angeles
From Hierarchy to Egalarchy: The Changing Scope of Personal Sovereignty at Work, Eric H. Neilsen, Case Western Reserve U.
Everyday Thinking in Organizational Change: The Role of "Organizing Man", Jan Lowstedt, Stockholm School of Economics
Organizational Change as an Infective Process, Jeffrey D. Ford, Ohio State U.
Community in the Workplace, James L. Koch, Santa Clara U.; Robert J. Rossi, American Institutes for Research; Mark A. Royal, International Survey Research
Discussants: Asya Pazy, Tel Aviv U.; Karen S. Whelan, Samford U.
Symposium: Lessons from Theater: Beyond Metaphor
- 10:40-12:00 Hyatt East: Columbus A

Chairs: Stephen S. Taylor, Boston College; David M. Boje, New Mexico State U.
Tamara and Other Postmodern Theatric(s), David M. Boje, New Mexico State U.
Theater in Management: An Analysis of the Modern Play of Management, Mary Jo Hatch, Cranfield U.
Commonalities between Off-Off Broadway Theatre and Contemporary Organizational Consulting: Manifestations of Postmodernism -- A Social Gestalt Perspective, Raymond Saner, Center for Socio-Economic Development
Actors and Organizational Development Consultants: Parallel Skill Sets, Leslie Stager Jacques, U. of Otago
## Organizational Communication and Information Systems

**Program Chair:** JoAnne Yates, MIT Sloan School of Management  
**Workshop Chair:** Mark Keil, Georgia State University

### Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Regular Program</th>
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<tr>
<td><strong>Start</strong></td>
<td><strong>5:00 pm</strong></td>
<td><strong>33.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>6:00 pm</strong></td>
<td><strong>32.</strong> TIM/OCIS Junior Faculty Consortium • <strong>HW:</strong> Stetson E</td>
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<td><strong>31.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>30.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>29.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<tr>
<td><strong>12:00 pm</strong></td>
<td><strong>754.</strong> OCIS Mid-Career Faculty Workshop • <strong>HW:</strong> Regency Ball D(N)</td>
<td><strong>28.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>1:30 pm</strong></td>
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<td><strong>27.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>26.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>25.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>6:00 pm</strong></td>
<td><strong>755.</strong> OCIS Professional Development • <strong>HW:</strong> Regency Ball D(N)</td>
<td><strong>24.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>10:40 am</strong></td>
<td><strong>756.</strong> OCIS Professional Development • <strong>HW:</strong> Regency Ball D(N)</td>
<td><strong>23.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>22.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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<td><strong>21.</strong> TIM/OCIS Doctoral Consortium • <strong>HW:</strong> Stetson F</td>
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### Saturday 12:00 pm

**754.** OCIS Mid-Career Faculty Workshop  
**Chair:** Condon Conna, Nova Southeastern U.  
**Organizer:** Eva C. Fuehner, Karl Franzens U. Graz; Neal M. Ashkanasy, U. of Queensland  
**Coordinator:** Daniel Robey, Georgia State U.  
**Facilitators:** Edward W. Miles, Georgia State U.; Ilze Zigurs, U. of Colorado; Matt Kaiser, Marquette U.

### Saturday 6:00 pm

**755.** OCIS Professional Development Workshop  
**Reception**  
**Chair:** John Stephan, State U. of New York, Buffalo  
**Organizer:** Randall S. Peterson, Cornell U.

### Monday 8:00 am

**756.** Division Welcome  
**Chair:** JoAnne Yates, Massachusetts Institute of Technology

### Monday 8:30 am

**757.** Paper: Technology-Enabled Remote Collaboration Within and Between Organizations

### Tuesday 8:00 am

**758.** Paper: Communicating Within Organizational Hierarchies  
**Chair:** John Stephan, State U. of New York, Buffalo  
**Organizer:** P. Robert DuIMering, Wilfrid Laurier U.

### Wednesday 10:40 am

**759.** Paper: Technology-Enabled Remote Collaboration Within and Between Organizations  
**Chair:** JoAnne Yates, Massachusetts Institute of Technology  
**Organizer:** Randall S. Peterson, Cornell U.
The Impact of Threat Sensitivity and Face Giving on Information Transfer in Organizational Hierarchies, Renee Tynan, U. of Notre Dame

**Discussant:** Andrea B. Hollingshead, U. of Illinois, Urbana-Champaign

**Monday 12:20 pm**

**759.** Paper: Managing the Information Systems Organization

- 12:20-2:10 Hyatt West: Dusable

**Chair:** Pamela Specht, U. of Nebraska, Omaha

**Does Tenure Pay in Information Systems?** Sandra Slaughter, Carnegie Mellon U.; Soon Ang, Nanyang Technological U.; Wendy Li, Carnegie Mellon U.

**Linking IS-User Partnerships to IS Performance: A Socio-Cognitive Perspective** Mani R. Subramani, U. of Minnesota; John C. Henderson, Boston College; Jay Cooprider, Bentley College

**The Impact of IS Contextual Factors on the Adoption of TQM in Systems Development** Thiagarajan Ravichandran, Rensselaer Polytechnic Institute

**Information Systems in the Chinese Business Culture: The Challenge to Configurational Theories** Maris G. Martinsons, City U. of Hong Kong; Ada Wong, City U. of Hong Kong; Frank H. Gregory, Freelance consultant and journalist

**Discussant:** Susan J. Winter

**Tuesday 10:30 am**

**762.** Paper: Interactions Between Information Technology and Structure

- 10:30-11:50 Hyatt West: Dusable

**Chair:** JoAnn Brooks, U. of Michigan

**Real Estate on the Web: Investigating the Interplay Between Technology and Structure** Kevin Crowston, Syracuse U.; Steve Sawyer, Syracuse U.; Rolf Wigand, Syracuse U.

**Enterprise System Implementation: A Process of Individual Metamorphosis** Olga Volkoff, U. of Western Ontario


**Winner of OCIS Division Top Paper Award**

**Published in Conference Proceedings**

**Discussant:** Starling D. Hunter, Massachusetts Institute of Technology

**Tuesday 3:40 pm**

**763.** OCIS Distinguished Speaker

- 3:40-5:00 Hyatt West: Dusable

**Speaker:** Linda L. Putnam, Texas A&M U.

**Tuesday 5:30 pm**

**764.** Meeting: Business Meeting

- 5:30-6:30 Hyatt West: Dusable

**Chair:** Ilze Zigurs, U. of Colorado

**Tuesday 6:30 pm**

**765.** Social Hour

- 6:30-7:30 Hyatt West: Dusable

**Wednesday 9:00 am**

**766.** Paper: Motivations around Communication and Information Technology

- 9:00-10:20 Hyatt West: Dusable

**Chair:** Edward W. Christensen, Monmouth U.

**A Motivational Model for Resolving Social Dilemmas in Discretionary Databases** Michael E. Kalman, SPAWAR Systems Center, San Diego; Janet Fulk, U. of Southern California; Peter R. Monge, U. of Southern California

**Software Piracy: Why Honest People Cheat** Gove N. Allen, U. of Minnesota

**Internet Usage in the Work Environment: A Motivational Study** Murugan Anandarajan, Drexel U.; Claire A. Simmers, St. Joseph's U.; Magid Igbaria, Claremont Graduate U.

**Discussant:** Jon Jasperson, U. of Oklahoma

**Wednesday 10:40 am**

**767.** Paper: Technology Use: GDSS, CAD, and Videoconferencing

- 10:40-12:00 Hyatt West: Dusable

**Chair:** Debabroto (Dave) Chatterjee, Washington State U.

**Rater Correction Processes in Applicant Selection Using Videoconference Technology: the Role of Attributions**
Derek S. Chapman, U. of Waterloo; Jane Webster, U. of Waterloo


Antecedents and Consequences of CAD Use in Interorganizational Relationships: Testing for an Interaction Effect, Ben M. Bensaou, INSEAD / European Institute of Business Administration

Discussant: Kathy Chudoba, U. of Virginia
## Organization and the Natural Environment

**Program Chair:** John Jermier, University of South Florida  
**Workshop Chair:** Gordon Rands, Western Illinois University

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<thead>
<tr>
<th>Start</th>
<th>Regular Program</th>
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<td>77. DDC, SIM, ONE; Business and Su • HW: Soldier Field</td>
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<td>5:00 pm</td>
<td>71. Critical Mgmt. Doctoral Workshop • HW: Dutable</td>
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<td>55. Reception for the New Doctoral • S. Gbali</td>
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<td>77. Critical Management Studies: B • HW: Comiskey</td>
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<td>8:30 am</td>
<td>100. IAOM: Managerial Effectiveness in Latin America • S. Alpine II</td>
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<td>10:30 am</td>
<td>101. Service Learning Project: Restoring the Chicago Wilderness • OS: See Contact</td>
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<td>102. Management of the Tenure Process • S. Alpine II</td>
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<td>125. Critical Management Studies: P • HW: Comiskey</td>
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<td>127. IAOM: Business Meeting &amp; Dinner • S. Alpine II</td>
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<td>2:00 pm</td>
<td>129. One, SIM Greening the U. • HW: Wright</td>
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<td>131. Critical Management Studies: B • HW: Comiskey</td>
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<td>134. SIM &amp; ONE: Teaching Environmental Management • HW: Wright</td>
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<td>149. ONE, MED, SIM &amp; PNS: Reflection • HE: Skyway 268</td>
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<td>8:45 am</td>
<td>268. Division Welcome • S. Neuchatel</td>
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<td>269. Critical Issues &amp; Environment • S. Neuchatel</td>
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<td>770. Paper: Critical and Emancipatory Approaches to Organization &amp; Environment</td>
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<td>273. JP: Strategic Role of Networks • HE: Columbus E/F</td>
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<td>273. Division Social • S. Neuchatel</td>
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<td>283. JS: Reclaiming Past Knowledge • S. Neuchatel</td>
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<td>10:30 am</td>
<td>774. Power &amp; Environmental Mgt. • S. Neuchatel</td>
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<td>2:00 pm</td>
<td>775. F: The New Age of Biotech Systems • S. Neuchatel</td>
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<td>776. S: Emerging Enviro. Regulations • S. Neuchatel</td>
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<td>6:30 am</td>
<td>358. JP: Initiatives &amp; Innovations • HE: Wacker West (5)</td>
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<td>10:40 am</td>
<td>198. Framing Intractable Disputes • HW: Regency Ball D(N)</td>
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<td>768. Division Welcome • S. Neuchatel</td>
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<td>769. Paper: Critical and Emancipatory Approaches to Organization &amp; Environment</td>
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<td>10:00 am</td>
<td>770. Paper: Knowledge, Beliefs, Identities, and Local Environmental Action</td>
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### Organization and World Design: The Gaia's Hypothesis


### Critical Management Studies: B

*Chair:* Linda C. Forbes, Marist College

- **Monday 9:00 am**
  - Paper: *Contested Identities: Community-based Collaboration and Its Implications for Organizational Form*  
    *Discussants:* Monica C. Worline, U. of Michigan; Todd Bryan, U. of Michigan
Organization and the Natural Environment

An Empirical Study of the Effect of Moral Intensity on Environmental Ethical Decision Making, Douglas R. May, U. of Nebraska

Discussants: Robert P. Gephart, U. of Alberta; Stewart R. Clegg, U. of Technology, Sydney (UTS); Carolyn P. Egri, Simon Fraser U.

Published in Conference Proceedings

Monday 2:30 pm

771. Paper: Natural Capital, Green Strategies, and Organizational Performance
- 2:30-3:50 Swiss: Neuchatel
Chair: Mark Starik, George Washington U.
Voluntary Environmental Initiatives: a Resource-Based Perspective, Bruce Paton, U. of California, Santa Cruz
Natural Capital, Geographic Concentration, and the Emergence of Sustainable Industries, Michael V. Russo, U. of Oregon
Discussants: Renato J. Orssatto, U. of Technology, Sydney (UTS); Ian Clelland, U. of Tennessee, Knoxville; James J. Kennelly, Skidmore College

Monday 5:30 pm

772. Meeting: Division Business Meeting
- 5:30-6:30 Swiss: Neuchatel

Monday 6:45 pm

773. Division Social
- 6:45-7:45 Swiss: Neuchatel

Tuesday 10:30 am

774. Paper: Institutional Power and Environmental Management
- 10:30-11:50 Swiss: Neuchatel
Chair: Monika I. Winn, U. of Victoria
Different Smokes for Different Folks: a Comparative Study of Paint Shop Waste Management in the United States and Canada, Sandra Rothenberg, Rochester Institute of Technology
Discussants: Trudy Heller, New Jersey Institute of Technology; Andrew Hoffman, Boston U.; Thomas N. Gladwin, U. of Michigan

Tuesday 2:00 pm

775. Symposium: Manufacturing Nature, Naturalizing Machines: Examining the New Age of Fusion Between Biological and Technological Systems
- 2:00-3:20 Swiss: Neuchatel
Has evolution led to a new system in which people and the rest of nature have become more engineered while machines are more human-like? The work of complexity theorist and new-age prophet Kevin Kelly provides a focal point for critical analysis.
Chair: Linda C. Forbes, Marist College
Presenters: Steven Best, U. of Texas, El Paso; Douglas Kellner, U. of California, Los Angeles
Discussants: Nancy DiTomaso, Rutgers U., Newark/New Brunswick; Timothy Luke, Virginia Polytechnic Institute and State U.; Walter R. Nord, U. of South Florida; Paul Shrivastava, Bucknell U.

Tuesday 3:40 pm

776. Symposium: Emerging Institutional Arrangements for Environmental Regulation
- 3:40-5:10 Swiss: Neuchatel
Should government directly regulate firms or should interested parties negotiate regulatory standards, in effect forming new governing institutions? Panelists theorize diverse emerging arrangements and present empirical research on this topic.
Chair: Andrew King, New York U.
Industry Self-Regulation: A Comparison of Nuclear Power and Chemical Manufacturing, Joseph Rees, Virginia Tech
Environmental Contracts in the United States, Eric Orts, U. of Pennsylvania
The Effect of Environment Standards on Supply Chain Performance, Andrew King, New York U.
Institutional Stability and Institutional Change: Empirical Evidence and Theoretical Implications, Franco Furger, George Mason U.
Discussant: Michael J. Piore, Massachusetts Institute of Technology

Wednesday 10:40 am

777. Symposium: Multinational Corporations Face Global Environmental Issues: Corporate Strategies for Emerging Governance Structures
- 10:40-12:00 Swiss: Neuchatel
Chairs: David L. Levy, U. of Massachusetts, Boston; Ans Kolk, U. of Amsterdam
Presenters: Sandra Rothenberg, Rochester Institute of Technology; Sarianna M. Lundan, U. of Maastricht; Joanne M. Kauffman, Massachusetts Institute of Technology
Discussant: Thomas N. Gladwin, U. of Michigan
Public and Nonprofit Sector

Program Chair: Mary Tschirhart, Indiana University
Workshop Chair: Ralph S. Brower, Florida State University

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<td>95. New Doctoral Student Consortium • S: Gbal I</td>
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<td>8:30 am</td>
<td><strong>PNS Doctoral Consortium • HW: Acapulco</strong></td>
<td><strong>IAOM: Managerial Effectiveness in Latin America • S: Alpine II</strong></td>
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<td>10:30 am</td>
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<td><strong>IAOM: Competing in Latin America • S: Alpine II</strong></td>
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<td><strong>Organizational Collaboration F • OS: See Contact</strong></td>
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<td><strong>IAOM: Challenges &amp; Approaches to Quality • S: Alpine II</strong></td>
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<td><strong>CAR/CMPONE/HCM/PNS Small Division Images and Member Identities • HW: Acapulco</strong></td>
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<td>3:00 pm</td>
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<td><strong>123. Management of the Tenure Process • S: Alpine II</strong></td>
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<td>Sat</td>
<td><strong>PNS Doctoral Consortium</strong></td>
<td>331. Critical Management Studies: B • HW: Comiskey</td>
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<td>7:30 am</td>
<td><strong>PNS: Teaching Using the Case Study</strong></td>
<td><strong>145. Critical Management Studies: P • HW: Comiskey</strong></td>
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<td>8:30 am</td>
<td><strong>PNS: Teaching Using the Case Study • HE: Skyway 264</strong></td>
<td><strong>149. ONE, MED, SIM &amp; PNS: Reflection • HE: Skyway 268</strong></td>
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<td><strong>145. Critical Management Studies: P • HW: Comiskey</strong></td>
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<td><strong>149. ONE, MED, SIM &amp; PNS: Reflection • HE: Skyway 268</strong></td>
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<td>8:45 am</td>
<td><strong>Division Welcome • S: Vevey</strong></td>
<td><strong>180. Division Welcome • S: Vevey</strong></td>
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<tr>
<td>9:00 am</td>
<td><strong>P: Images of the Public Sector • S: Vevey</strong></td>
<td><strong>273. JP: Strategic Role of Networks • HE: Columbus E/F</strong></td>
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<td>10:40 am</td>
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<td><strong>276. JP: Organizational Partnerships • HE: Columbus E/F</strong></td>
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<td>12:20 pm</td>
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<td><strong>277. JP: Radical Change • HE: GndBall C(N)</strong></td>
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<td>1:00 pm</td>
<td><strong>P: Interorg Arrangements • S: Vevey</strong></td>
<td><strong>308. JP: Entrepreneur Strategic Issues • HE: Wacker West (1)</strong></td>
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<td>2:30 pm</td>
<td><strong>Address: Oliver E. Williamson • S: Gbal I</strong></td>
<td><strong>283. Address: Oliver E. Williamson • S: Gbal I</strong></td>
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<td>4:10 pm</td>
<td><strong>M: Business Meeting • S: Vevey</strong></td>
<td><strong>284. M: Business Meeting • S: Vevey</strong></td>
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<tr>
<td>5:30 pm</td>
<td><strong>Social Hour • S: Vevey</strong></td>
<td><strong>285. Social Hour • S: Vevey</strong></td>
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<tr>
<td>8:30 am</td>
<td><strong>P: Organizational Change • S: Vevey</strong></td>
<td><strong>286. P: Organizational Change • S: Vevey</strong></td>
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<td><strong>P: HRM Issues for Nonprofits • S: Vevey</strong></td>
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<td><strong>290. JP: Balancing Work and Family • HE: Columbus E/F</strong></td>
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<td><strong>293. JP: Strategic Role of Networks • HE: Columbus E/F</strong></td>
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<td><strong>295. JP: Power &amp; Politics • HE: Wacker West (2)</strong></td>
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**Saturday 8:30 am**

**778. PNS Doctoral Student Consortium**
- 8:30-12:00 Hyatt West: Acapulco
  Preregistration with Lisa Berlinger at lisa.berlinger@yale.edu
  Organizers: Lisa R. Berlinger, Yale U.; Jennifer Wade, U. of Georgia
  Panel: Arthur C. Brooks, Georgia State U.; Peter Dobkin Hall; Pier Rogers, New School for Social Research; Judith Y. Weisinger, Northeastern U.; Maria L. Nathan, U. of Texas, San Antonio; Mary Tschirhart, Indiana U.

**779. PNS: Teaching Using the Case Study Method**
- 8:30-12:00 Hyatt East: Skyway 264
  Preregistration: Lisa Berlinger (lisa.berlinger@yale.edu)
  Organizers: Lisa R. Berlinger, Yale U.; Jennifer Wade, U. of Georgia
  Presenter: Todd D. Jick, Center for Executive Development

**Monday 8:45 am**

**780. Division Welcome**
- 8:45-9:00 Swiss: Vevey

**Division Chair:** Danny L. Balfour, Grand Valley State U.

**Monday 9:00 am**

**781. Paper:** Images of the Public Sector
- 9:00-10:20 Swiss: Vevey
  **Chair:** Lisa Marie Napoli, Indiana U., Bloomington
  Public and Private Service at Loggerheads: Modeling Credibility Gaps in the Expectations of Customers, Jari Vuori, Georgia Institute of Technology; Gordon Kingsley, Georgia Institute of Technology
  Public Administration or Public Management? Organizational Culture in the Public Sector, Lisa Marie Bradley, Queensland U. of Technology; Rachel Louise Parker, Queensland U. of Technology
  The Role of Public Sector Image and Personal Characteristics in Determining Tendency to Work in the Public Sector, Aaron Cohen, U. of Haifa; Yair Zalmanovitch, U. of Haifa; Hani Davidesko, U. of Haifa
  **Discussant:** Sonia Ospina, New York U.

**Monday 1:00 pm**

**782. Paper:** Frameworks for Understanding Interorganizational Arrangements
Monday 2:30 pm

783. Invited Address: Public and Private Governance
- 2:30-3:50 Swiss: Gbal I
Distinguished Speaker: Oliver E. Williamson, U. of California, Berkeley

Monday 4:10 pm

784. Meeting: Business Meeting
- 4:10-5:30 Swiss: Vevey
Chair: Danny L. Balfour, Grand Valley State U.

Monday 5:30 pm

785. Social Hour
- 5:30-6:30 Swiss: Vevey
Hosts: J. Patrick Murphy, C.M., DePaul U.; Matthew A. Liao-Troth, DePaul U.

Tuesday 8:30 am

786. Paper: Studies of Organizational Change
- 8:30-10:10 Swiss: Vevey
Chair: Jean F. Hartley, U. of Warwick
Privatization and Efficiency: Differentiating Ownership Effects From Political, Organizational, and Transitional Effects, Belen Villalonga, U. of California, Los Angeles
Winner of PNS Division Best Doctoral Student Paper Award
Exploring Organizational Flexibility as a Major Component in the Organizational Change Process: A Case Study of Former Australian and New Zealand Telecommunications Monopolies, Kellie Caugt, Queensland U. of Technology, Gardens Point; Mark A. Shadur, Queensland U. of Technology; Rene Kienzle, Queensland U. of Technology, Gardens Point
"Suffer the Little Children": A Comparative Study of Economic and Bureaucratic Rationalization Processes in Catholic Children’s Institutions, Thekla, Rura-Polley, U. of Technology, Sydney
Discussant: Laurie N. DiPadova, U. of Utah

Tuesday 10:30 am

787. Paper: Competing with For-profits: Strategies for Government and Nonprofit Organizations
- 10:30-11:50 Swiss: Vevey
Chair: Mohamed Charhi, U. of Quebec
Published in Conference Proceedings
When Missions, Markets, and Politics Collide: Values and Strategy in the Nonprofit Human Services, Peter Frumkin, Harvard U.; Alice Andre-Clark, Harvard U.
Discussant: Maria L. Nathan, U. of Texas, San Antonio

Tuesday 2:00 pm

- 2:00-3:20 Swiss: Vevey
Chair: Karen Froelich, North Dakota State University
Masking the Need for Cultural Change: The Influence of Emotion Work in a Nonprofit Organization, Jamie Callahan Fabian, Virginia Polytechnic Institute and State U.
Economics Research on Volunteers: Approaches, Findings, Links, Paul L. Govekar, Nova Southeastern U.; Michele A. Govekar, Ohio Northern U.
The Effects of United Way Membership on Employee Pay in Nonprofit Organizations, Steve Werner, U. of Houston; Robert Konopaske, U. of Houston; Gretchen Gemeinhardt, American Productivity & Quality Center
Discussant: Ray Aldag, U. of Wisconsin

Wednesday 9:00 am

- 9:00-10:20 Swiss: Vevey
Chair: Debra Mesch, Indiana U., Indianapolis
The Use of Information Technology by National Unions: An Exploratory Analysis, Jack Fiorito, Florida State U.; William Bass, Florida State U.
Discussant: Matthew A. Liao-Troth, DePaul U.

Wednesday 10:40 am

- 10:40-12:00 Swiss: Vevey
Chair: Jack C. Green, Pepperdine U.
The Effects of Ownership and Resources on Employment Externalization Among Small Enterprises in Russia, Raymond Russell, U. of California, Riverside; Robert Hanneman, U. of California, Riverside
Competition as a Reform Strategy in Public Management,
  Peter David Steane, Macquarie U.; Derek H. Walker,
  Macquarie U.

Transforming Stakeholder Value Creation: A Co-production
  Approach, Michael J. Rouse, De Montfort U.; Hülya
  Öztel, De Montfort U.

Discussant: Michael Card, U. of South Dakota
## Research Methods

**Program Chair:** Karen Golden-Biddle, University of Alberta  
**Workshop Chair:** Thomas Lee, University of Washington

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<tr>
<th>Start Time</th>
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<td>792. BPS/OMT/RM/MOC: Conversations to Build Theory in Trans-disciplinary Research • HW: Horner</td>
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### Saturday 10:00 am

**791. Conducting Research in Europe: Multiple Countries, Multiple Cultures, Multiple Challenges**  
**Chair:** D. Lynne Persing, Ecole Superieure de Commerce de Toulouse  
**Panel:** Denis Lacoste, U. de Toulouse 2/ Ecole Superieure de Commerce de Toulouse; John McMackin, Dublin City University Business School; Carlos Sanchez-Runde, IESE, U. of Navarra, Barcelona; D. Lynne Persing, Ecole Superieure de Commerce de Toulouse

### Saturday 1:00 pm

**793. Uses and Abuses of Meta-Analysis**  
**Chair:** Chuck Williams, Texas Christian U.  
**Presenters:** Philip Bobko, Gettysburg College; Michelle A. Dean, U. of North Texas; Philip L. Roth, Clemson U.; Fred S. Switzer III, Clemson U.; Chuck Williams, Texas Christian U.
Saturday 3:00 pm

**794.** How Can We Tell if Ethnography Is Well Done? Writers and Reviewers Perspectives on Quality  
- 3:00-6:00 Hyatt East: Skyway 264  
**Chair:** Alex Stewart, Texas Tech U.  
**Presenters:** Karen Golden-Biddle, U. of Alberta; Reed E. Nelson, Southern Illinois U.; Alex Stewart, Texas Tech U.  
**Discussants:** Gideon Kunda, Stanford U.; Stephen R. Barley, Stanford U.

Sunday 8:00 am

**795.** Ask the Experts, Quantitative  
- 8:00-10:00 Hyatt East: Skyway 261  
**Organizer:** Philip L. Roth, Clemson U.  
Managing The Review Process, Jeffrey R. Edwards, U. of North Carolina; John R. Hollenbeck, Michican State U.; Anne S. Tsui, Hong Kong U. of Science and Technology  
Structural Equation Models, Larry J. Williams, Virginia Commonwealth U.; Charles E. Lance, U. of Georgia  
Hierarchical Linear Modeling, David A. Hoffman, Texas A&M U.; Mark Gavin, Oklahoma State U.; Nathan Bennet, Louisiana State U.; Mark Griffin, U. of Queensland  
Measurement, Robert J. Vandenberg, U. of Georgia  
Missing Data, Philip Roth, Clemson U.; Fred S. Switzer III, Clemson U.

Sunday 10:00 am

**796.** WABA: Using Within- and Between-Entities Analysis for Examining Multiple Levels of Hypotheses  
- 8:00-12:00 Hyatt East: Skyway 265  
**Preregistration required**

**Chairs:** Fred E. Dansereau, State U. of New York, Buffalo; Chester A. Schriesheim, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton  
**Presenters:** Stephanie L. Castro, Louisiana State U.; Claudia C. Cogilser, Oregon State U.; Leslie A. DeChurch, Florida International U.; Tracy X. Zhou, U. of Miami; Fred E. Dansereau, State U. of New York, Buffalo; Chester A. Schriesheim, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

Monday 2:30 pm

**800.** Paper: Advances in Structural Modeling  
- 1:40-12:00 Swiss: Alpine I  
**Chair:** Jeffrey R. Edwards, U. of North Carolina, Chapel Hill  
What Constitutes Significant Differences in Evaluating Measurement Invariance?, Gordon W Cheung, Chinese U. of Hong Kong  
Using Confirmatory Factor Analysis of Correlated Uniquenesses to Estimate Method Variance in Multitrait-Multimethod Matrices, Steven E. Scullen, North Carolina State U.  
Effects of Model Parsimony and Sampling Error on the Fit of Structural Equation Models, Gordon W Cheung, Chinese U. of Hong Kong; Roger B. Rensvold, City U. of Hong Kong  
**Discussants:** Manuel J. Tejeda, Gettysburg College; Charles E. Lance, U. of Georgia; John L. Michela, U. of Waterloo

Monday 5:30 pm

**801.** Meeting: Business Meeting and Award Presentations  
- 5:30-7:00 Swiss: Alpine I  
**Division Chair:** Robert P. Gephart, U. of Alberta

Monday 7:00 pm

**802.** Social Hour  
- 7:00-8:00 Swiss: Alpine I

Tuesday 8:30 am

**803.** Paper: Secondary Data Analysis  
- 8:30-10:10 Swiss: Alpine I  
**Chair:** A. David Harrison, U. of Texas, Arlington

Increasing Replication in Strategy Research, Kulwant Singh, National U. of Singapore; Siew Meng Leong, National U. of Singapore; Siah Hwee Ang, National U. of Singapore

Using Meta-analysis to Detect Interaction Effects, Mark A. Griffin, Queensland U. of Technology; Peter M. Hart, U. of Melbourne, Australia; Craig Shaw, U. of Queensland

Published in Conference Proceedings

The Control Group and Meta-Analysis, John E. Hunter, Michigan State U.; Robert Rodgers, U. of Kentucky

Discussants: Donald Duane Bergh, Pennsylvania State U.; Steven W. Floyd, U. of Connecticut; Fred S. Switzer III, Clemson U.; Chuck Williams, Texas Christian U.

Tuesday 10:30 am

804. Paper: Qualitative Fieldwork: Traditions and Methods
- 10:30-11:50 Swiss: Alpine I
Chair: Robert P. Gephart, U. of Alberta

Ethnographic Questions and the Question of Ethnography: Journeying From Method to Tradition in a Pluralistic World, Pushkala Prasad, Lund U.; Anshuman Prasad, U. of New Haven

Order from Chaos: Applications of Narrative Methods to Organization Studies, Ellen S. O'Connor, Stanford U.

Using the Focus Group Method for Cross-Cultural Research, Judith Y. Weisinger, Northeastern U.

Discussants: Dvora Yanow, California State U., Hayward; Mary Yoko Brannen, San Jose State U.; L. Michele Issel, U. of Illinois, Chicago

Tuesday 2:00 pm

805. Symposium: Narrating Organizational Knowledge
- 2:00-3:20 Swiss: Alpine I
Chair: Karen D. Locke, College of William and Mary

What if Stories were the Unit of Analysis for Research on Knowledge in Organizations? Conceptual and Methodological Implications, Caroline Bartel, New York U.

Strategic Stories and Improvement of Strategic Thinking, Philip Bromiley, U. of Minnesota; Robin Brown, U. of Minnesota

Re-presenting Organizational Knowledge, Trish Reay, U. of Alberta; Karen D. Locke, College of William and Mary

Research as Contextualized Stories: Everyday Conversations and Sense Making, Ann L. Cunliffe, U. of New Hampshire

Tuesday 3:40 pm

806. Paper: Using Monte Carlo Simulations to Answer Methodological Questions
- 3:40-5:00 Swiss: Alpine I
Chair: Herman Aguinis, U. of Colorado, Denver

Missing Data in Multiple Item Scales: A Monte Carlo Analysis of Missing Data Techniques, Philip L. Roth, Clemson U.; Fred S. Switzer III, Clemson U.; Deborah Switzer, Clemson U.


Developing a Procedure to Correct for Range Restriction Which Involves Both Organizational Selection and Individual's Rejection of Job Offers, Hyuckseung Yang, U. of Southern California

Discussants: Jodi S. Goodman, Purdue U.; Paul D. Bliese, Walter Reed Army Institute of Research; Stanley M. Gully, Rutgers U.
# Social Issues in Management

**Program Chair:** Dawn Elm, University of St. Thomas  
**Workshop Chair:** Jeanne M. Logsdon, University of New Mexico

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<th>Start</th>
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<td>807. SIM Doctoral Consortium • HE: Skyway 272</td>
<td>77. DDC, SIM, ONE: Business and Social Issues • HW: Soldier Field</td>
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<td>149. ONE, MED, SIM &amp; PNS: Reflection • HE: Skyway 268</td>
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<td>9:00 am</td>
<td>815. P: Ethics in Organizations • S: Gball 2</td>
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<td>10:40 am</td>
<td>816. P: Empirical CSP/Stakeholders • S: Gball 2</td>
<td>181. Affective Trust • HW: Water Tower</td>
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<tr>
<td>12:20 pm</td>
<td>817. P: Corp. Political Strategy • S: Gball 2</td>
<td>182. Stigmatized Groups • HW: Regency Ball D(N)</td>
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<tr>
<td>1:00 pm</td>
<td>818. S: Teaching Ethics &amp; Values • S: Gball 2</td>
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<td>2:30 pm</td>
<td>819. S: Stakeholder Pluralism • S: Gball 2</td>
<td>310. JP: Corp. Social Responsibility • HE: Wacker West (3)</td>
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<td>4:40 pm</td>
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<td>185. Genetic Testing and Privacy • HW: Goldcoast</td>
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<td>820. MBA Student Paper Award • S: Gball 2</td>
<td>229. JS: Spirituality at Work • HE: GndBall F</td>
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<td>8:30 am</td>
<td>821. P: Org. Justice/Deviance • S: Gball 2</td>
<td>239. JS: Sexual Harassment Perspectives • S: Gball 3</td>
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<tr>
<td>2:00 pm</td>
<td>823. P: Conceptual Stakeholder Models • S: Gball 2</td>
<td>243. JS: Global Corporate Citizenship • S: Gball 3</td>
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<tr>
<td>3:40 pm</td>
<td>824. M. Chair Address/Business Meeting • S: Gball 2</td>
<td>359. JP: Initiatives &amp; Innovations • HE: Wacker West (5)</td>
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<td>6:00 pm</td>
<td>825. Social Hour • S: Gball 2</td>
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<td>9:00 am</td>
<td>826. P: CSP/CSR and Stakeholder Roles • S: Gball 2</td>
<td>197. Moral Center in Pluralism • HW: Water Tower</td>
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<td>10:40 am</td>
<td>827. P: International Ethics/CSR • S: Gball 2</td>
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<td>12:20 pm</td>
<td>828. P: Factors in Ethical Decisions • S: Gball 2</td>
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**Saturday 7:30 am**

**807. SIM Doctoral Consortium**
- 7:30-5:00 Hyatt East: Skyway 272  
  **By invitation only**  
  **Coordinators:** Craig P. Dunn, San Diego State U.; Diane L. Swanson, Kansas State U.  

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**Saturday 8:30 am**

**808. SIM Faculty Workshop on Corporate Political Strategies: Antecedents, Effectiveness and the Relationship to Performance**
- 8:30-11:30 Hyatt East: Skyway 268  
  To receive working papers in advance, preregister by July 1 with Amy Hillman at 517-432-3518 or HILLMAN6@PILOT.MSU.EDU  
  **Organizers:** Amy Hillman, U. of Western Ontario; Jean Boddewyn, Baruch College/City U. of New York; Lee
Burke, George Washington U.; Gerald Keim, U. of Western Ontario; Douglas A. Schuler, Rice U.

Saturday 2:00 pm

809. Faculty Workshop on Applications of Complexity Theory to SIM Research  
- 2:00-4:00 Hyatt East: Skyway 268  
Organizers: Melissa S. Baucus, Utah State U.; Nancy B. Kurland, U. of Southern California  
Facilitators: Kevin Dooley, Arizona State U., Main; William C. Frederick, U. of Pittsburgh; Jeff Goldstein, Adelphi U.; Irene Sanders, U. of Colorado; Thomas Petzinger, Wall Street Journal

Saturday 5:00 pm

810. SIM Welcoming Reception  
- 5:00-6:30 Off Site: See Contact  
Co-sponsored by SIM and The Society for Business Ethics. To be held at the Regal Knickerbocker Hotel  
Coordinator: Deborah Vidaver-Cohen, Florida International U.

Saturday 7:00 pm

811. SIM Keynote Address: Human Rights and Business Responsibilities in the Global Marketplace  
- 7:00-8:00 Swiss: WmTell  
Co-sponsored by The Society for Business Ethics and the Boston College Center for Corporate Community Relations  
Coordinator: Deborah Vidaver-Cohen, Florida International U.  
Keynote Speaker: Douglass Cassel, Northwestern U.

Sunday 9:30 am

812. SIM Coffee and Conversation  
- 9:30-10:00 Swiss: Vevey

Sunday 10:00 am

813. SIM Research Workshop: Action Research  
- 10:00-12:00 Swiss: Vevey  
Coordinator: Ann K. Buchholz, U. of Georgia  
Presenters: Rupert F. Chisholm, Pennsylvania State U., Harrisburg; David L. Brown, Boston U.; Steven L. Wartick, U. of Northern Iowa

Monday 8:30 am

814. Division Welcome  
- 8:30-9:00 Swiss: Gball 2  
Chair: Dawn R. Elm, U. of St. Thomas

Monday 9:00 am

815. Paper: Structural & Role Implications for Ethical Behavior in Organizations  
- 9:00-10:20 Swiss: Gball 2  
Chair: Gerald F. Cavanagh, U. of Detroit Mercy  
Formal Codes of Ethics Versus Supervisor Expectations For Lying Behavior: An Exploratory Study of Employee Attitudes, Randi L. Sims, Nova Southeastern U.  
Integrity Testing and the Base Rate of Employee Theft: A Utility Assessment, Dan R. Dalton, Indiana U., Bloomington; James C. Wimbush, Indiana U., Bloomington

Discussants: Normandie Gaitley, York College of Pennsylvania; Craig VanSandt, Virginia Tech

Monday 10:40 am

- 10:40-12:00 Swiss: Gball 2  
Chair: Mary J. Mallott, U. of Hawaii, West Oahu  
Corporate Social Performance And Firm Risk: A Meta-Analytic Review, Marc Ortlitzky, Australian Graduate School of Management; John D. Benjamim, American U.  
Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory, Shawn L. Berman, Boston U.  
The Influence of Diversity and Stakeholder Role on Corporate Social Orientation, Wanda J. Smith, Virginia Polytechnic Institute and State U.; Richard E. Wokutch, Virginia Polytechnic Institute and State U.; Bryan S. Dennis, Virginia Polytechnic Institute and State U.  
Discussants: Duane Windsor, Rice U.; Kathy Lund Dean, Saint Louis U.

Monday 12:20 pm

817. Paper: Perspectives on Corporate Political Strategy  
- 12:20-2:10 Swiss: Gball 2  
Chair: John F. Mahon, Boston U.  
Corporate Political Management Readiness: The Relationship of Environment-Organization and Performance, Robert C. Moussetis, North Central College; Ali Abu-Rahma, United States International University; George Nakos, Clayton College and State U.; Athanassios Kriemadis, U. of Thessaly  
Published in Conference Proceedings  
The Allocation of Resources by Interest Groups and Firms: Lobbying, Litigation, and Administrative Regulation, John M. de Figueiredo, Massachusetts Institute of Technology; Rui J. de Figueiredo, U. of California, Berkeley  
An Option Theory Approach to MNC Mode-of-Entry Decisions, Kira Kristal Reed, U. of Connecticut  
Discussants: Jennifer J. Griffin, George Washington U.; Brian Shaffer, U. of Maryland

Monday 4:10 pm

818. Symposium: Making a Moral Difference: Ethics and Values in the Business School Curriculum  
- 2:30-3:50 Swiss: Gball 2  
Organizer: Sally J. Power, U. of St. Thomas  
Presenters: Kenneth E. Goodpaster, U. of St. Thomas; Thomas E. Holloran, U. of St. Thomas; Peter B. Vaill, U. of St. Thomas; Sally J. Power, U. of St. Thomas
Symposium: The Changing Landscape of Stakeholder Pluralism: A Focus on SIM Database Research

- 4:10-5:30 Swiss: Gball 2

Organizer: Eugene Walter Szewajkowski, State U. of New York, Albany

Chair: Raymond Figlewicz, U. of Michigan, Dearborn

Discussants: Steven Lydenberg, Kinder, Lydenberg, Domini, & Co., Inc.; George W. Potts, OCCAM Research Corp.; John Chelen, Unison Institute; Leslie Korb, State U. of New York, Albany

Monday 5:30 pm

Award for Best MBA Student Corporate Citizenship Paper

- 5:30-7:00 Swiss: Gball 2

Chair: Steven A. Rochlin, Boston College

Tuesday 8:30 am

Paper: Organizational Justice & Deviance: Breaking Rules at Work

- 8:30-10:10 Swiss: Gball 2

Chair: Melissa S. Baucus, Utah State U.

Is Corporate Social Responsibility a "Fundamentally Subversive Doctrine"? An Emerging Ethical Profile, Peter E. Mudrack, Kansas State U.; E. Sharon Mason, Brock U.

Employee Fair Treatment and Ethics-Related Outcomes: A Field Survey, Linda Klebe Trevino, Pennsylvania State U., U. Park; Gary R. Weaver, U. of Delaware

Individual Aggressiveness and Minority Status as Moderators of the Relationship Between Perceptions of Injustice and Workplace Deviance, Bella L. Galperin, Concordia U., Montreal

Thick as Thieves: A Social Embeddedness Model of Rule Breaking in Organizations, Tammy L. Mac Lean, Boston College

Discussants: Nancy B. Kurland, U. of Southern California; Virginia W. Gerde, U. of New Mexico

Tuesday 10:30 am

Symposium: Business Citizens: Theory and Practice

- 10:30-11:50 Swiss: Gball 2

Organizer: Kim S. Davenport, Measuring Corporate Citizenship, Ltd.

Presenters: Donna J. Wood, U. of Pittsburgh; Jeanne M. Logsdon, U. of New Mexico; Patsy G. Lewellyn, U. of South Carolina

Discussants: Jacqueline F. Strayer, United Technologies Corp.

Tuesday 2:00 pm

Paper: Stakeholder Models and Roles: Conceptual Frameworks

- 2:00-3:20 Swiss: Gball 2

Chair: Archie B. Carroll, U. of Georgia

Employees as Critical Stakeholders: A Conceptual Model of Workplace Aggression, Mary B. Mars, Idaho State U.; Daniel W. Greening, U. of Missouri


If Fairness is the Problem, is Consent the Solution? Integrating ISCT and Stakeholder Theory, Harry John Van Buren III, U. of Pittsburgh

Discussants: Daniel Gilbert, Gettysburg College; Tara J. Radin, Darden Business School, U. of Virginia

Published in Conference Proceedings

Tuesday 3:40 pm

Meeting: Division Chair’s Address and Business Meeting

- 3:40-5:30 Swiss: Gball 2

Chair: D. Jeffrey Lenn, George Washington U.

Once Upon A Time in the Land of SIM… James Weber, Duquesne U.

Discussants: Stefanie Lenway, U. of Minnesota

Business Meeting Chair: James Weber, Duquesne U.

Award Presentations:

- Doctoral Dissertation Award- Kathleen A. Getz, American U.; SIM Book Award- Lori Verstegen Ryan, U. of Georgia;

Best Paper Award-Douglas A. Schuler, Rice U.

Sumner Marcus Award- James Weber, Duquesne U.

Tuesday 6:00 pm

Social Hour

- 6:00-8:00 Swiss: Gball 2

Wednesday 9:00 am

Paper: Corporate Social Responsibility and Performance: The Roles of Stakeholders

- 9:00-10:20 Swiss: Gball 2

Chair: D. Jeffrey Lenn, George Washington U.

Evaluating Corporate Social Responsibility, Responsiveness, and Performance: A Model Using the Stakeholder’s Perspective, Jamie R. Hendry, Virginia Tech

The Strategies of Corporate Social Responsibility: A Comparative Institutional Approach, Bryan W. Husted, ITESM/ Instituto de Empresa


Discussants: Steven L. Wartick, U. of Northern Iowa; Mary J. Mallott, U. of Hawaii, West Oahu

Wednesday 10:40 am

Paper: International Implications for Ethics and Corporate Social Responsibility

- 10:40-12:00 Swiss: Gball 2

Chair: Brent D. Beal, Texas A&M U.

Differences in Perceptions of Ethicality: U.S. and Asian Business Students, Jiing-Lih Farh, Hong Kong U. of Science and Technology; Brian K. Burton, Western Washington U.; W. Harvey Hegarty, Indiana U., Bloomington

Corporate Social Responsibility in Chinese State Enterprises: From Company Town to "Corporate Social Benefits", Wei He, Boston College

Corruption Networks and Implications For Ethical Corruption Reform, Richard P. Nielsen, Boston College

Discussants: David Palmer, Santa Clara U.; Michael Whitty, U. of Detroit Mercy

Wednesday 12:20 pm

828. Paper: Factors in Ethical Decision Making
- 12:20-2:10 Swiss: Gball 2
Chair: Lori Verstegen Ryan, U. of Georgia


The Effects of Escalating Commitment on Ethical Decision Making, Marc D. Street, U. of Tulsa


Discussants: Janet Gillespie, Elmhurst College; Kristi M. Lewis, Oregon State U.
# Technology and Innovation Management

**Program Chair:** Deborah Dougherty, Rutgers University  
**Workshop Chair:** Philip Anderson, Dartmouth College

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<th>Start</th>
<th>Regular Program</th>
<th>Shared Program</th>
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<td><strong>Friday</strong></td>
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<td>1:00 pm</td>
<td>78. Practitioner Series: Introduction to the Inquiry Process and Research Projects • S: Galb 3</td>
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<td>5:00 pm</td>
<td>53. Critical Mgmt: Doctoral Consortium • S: Stetson F</td>
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<td>6:00 pm</td>
<td>95. Reception for the New Doctoral • S: Galb I</td>
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<td>97. Critical Management Studies: B • S: Galb I</td>
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<td>99. TIM/OCIS Doctoral Consortium • S: Galb F</td>
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<td>99. TIM/OCIS Doctoral Consortium • S: Stetson F</td>
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<td>10:00 am</td>
<td>107. Complexity &amp; Management: Panels 1-2 • S: Columbus A</td>
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<td>10:30 am</td>
<td>110. IAM: Competing in Latin America • S: Galb II</td>
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<td>229. TIM at the End of the Millenium • S: Stetson F</td>
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<td>1:30 pm</td>
<td>118. IAM: Challenges &amp; Approaches to Quality • S: Galb II</td>
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<td>2:30 pm</td>
<td>122. Complexity &amp; Management: Panels 3-4 • S: Columbus A</td>
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<td>3:00 pm</td>
<td>220. TIM at the End of the Millenium • S: Stetson F</td>
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<td>4:00 pm</td>
<td>125. Critical Management Studies: P • S: Galb II</td>
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<td>5:00 pm</td>
<td>127. IAM: Business Meeting &amp; Dinner • S: Galb I</td>
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<td>6:30 pm</td>
<td>123. Reception for Practitioner Ser • S: Columbus C/D</td>
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<td><strong>Saturday</strong></td>
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<td>8:00 am</td>
<td>132. Launching an Academic Practitioner • S: Columbus C/D</td>
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<td>142. Critical Management Studies: P • S: Columbus B</td>
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<td>143. Critical Management Studies: P • S: Galb I</td>
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<td>145. Critical Management Studies: P • S: Galb II</td>
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<td>1:00 pm</td>
<td>231. Research Issues in Technology • S: Stetson F</td>
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<td>2:30 pm</td>
<td>232. TIM: Understanding Patent Data • S: Galb E</td>
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<td>233. Scholarly Outlets for Research • S: Stetson F</td>
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<td>8:00 am</td>
<td>234. Division Welcome • S: Stetson E</td>
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<td>345. P: Technological Discontinuities • S: Stetson E</td>
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<td>272. P: Service Orientation • S: Galb B/D</td>
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<td>273. P: Strategic Role of Networks • S: Columbus E/F</td>
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<td>237. P: Global Views of Innovation • S: Stetson E</td>
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<td>277. P: Radical Change • S: Galb C/D</td>
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<td>331. Technology Issues • S: Galb West (4)</td>
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<td>222. P: Institutional Impacts on TIM • S: Stetson E</td>
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<td>223. P: Knowledge and Boundaries • S: Galb C/D</td>
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<td>285. P: Team Effectiveness • S: Galb C/D</td>
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<td>286. P: Organizational Performance • S: Galb D/E</td>
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<td><strong>Sunday</strong></td>
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<td>240. M: TIM Business Meeting • S: Stetson E</td>
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<td>242. F: Institutional Environment • S: Stetson E</td>
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<td>235. F: Change and Performance • S: Stetson E</td>
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<td>243. P: Strategic Technology Alliances • S: Stetson E</td>
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<td>244. S: Boundary Crossing, Knowledge • S: San Francisco</td>
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<td>245. P: Interorganizational Technology • S: Stetson E</td>
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<td>247. P: Leading for High Performance • S: Stetson E</td>
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<td>10:40 am</td>
<td>248. P: Organizing for Innovation • S: Stetson E</td>
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<td>12:20 pm</td>
<td>249. S: Capacity for Innovation • S: Stetson E</td>
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**Saturday 1:00 pm**

| 829 | TIM at the End of the Millenium: A Century of Innovation  
- 1:00-2:30 Hyatt West: Stetson G  
Reviews the history of key technological innovations in the 20th century  
Organizer: Oscar Hauptman, Melbourne Business School |

**Saturday 3:00 pm**

| 830 | TIM at the End of the Millenium: Preparations for the Year 2000  
- 3:00-4:30 Hyatt West: Stetson G  
Organizer: Oscar Hauptman, Melbourne Business School |

**Sunday 8:00 am**
831. Research Issues in Technology and Innovation Management
- 8:00-10:00 Hyatt West: Stetson F
  Discussion of cutting-edge research topics in technology and innovation
  Chair: Raghu Garud, New York U.
  Moderator: Terry Griffith, Washington U.
  Panel: Peter Kornoe, Copenhagen Business School; Martin Kenney, U. of California, Davis; Michael Lawless, Duke U.; Wanda J. Orlikowski, Massachusetts Institute of Technology

Sunday 10:00 am

832. TIM: Understanding Patent Data Analysis
- 10:00-12:00 Hyatt West: Stetson E
  Workshop describing how to analyze patent citation/classification data
  Organizer: Lori Rosenkopf, U. of Pennsylvania

833. Scholarly Outlets for Research in Technology and Innovation Management
- 10:00-12:00 Hyatt West: Stetson F
  TIM-related publishing opportunities in four scholarly outlets
  Chair: Michael K. Badawy, Virginia Polytechnic Institute and State U.
  Presenters: Philip Anderson, Dartmouth College; Christine Oliver, York U.; Robert A. Burgelman, Stanford U.

Monday 8:00 am

834. Division Welcome and Continental Breakfast
- 8:00-8:30 Hyatt West: Stetson E
  Chair: George F. Farris, Rutgers U., Newark/New Brunswick

Monday 8:30 am

835. Paper: Journeying Through Technological Discontinuities: Implications for Theory and Teaching
- 8:30-10:20 Hyatt West: Stetson E
  Speakers: Michael K. Badawy, Virginia Polytechnic Institute and State U.; Michael Lawless, Duke U.
  The Rise and Fall of Dominant Designs at the Producer-Consumer Interface, Johannes Pennings, U. of Pennsylvania; Hann Ohl Kim, U. of Pennsylvania
  Winner of Stephan Schrader Best Paper Award Published in Conference Proceedings

Monday 10:40 am

- 10:40-12:00 Hyatt West: Stetson E
  Chair: George F. Farris, Rutgers U., Newark/New Brunswick
  Coordinator and Discussant: Shahid Yamin, Monash U.
  Resource Context and the Returns to Investments in R&D, Susan K. McEvily, U. of Pittsburgh; Bala Chakravarthy, U. of Minnesota
  Winner of TIM Division Best Paper Runner-Up Award Published in Conference Proceedings

Monday 12:20 pm

837. Paper: Managing Innovation: Perspectives from Around the World
- 12:20-2:10 Hyatt West: Stetson E
  Chair: Gerard Gaynor
  Coordinator and Discussant: Urs E. Gattiker, Aalborg U.; Ganesh N. Prabhu, Indian Institute of Management, Bangalore
  Organizational Design of R&D Teams: Modeling Demographic and Relational Characteristics as Interacting Variables, Federico Munari, U. of Bologna; Maurizio Sobrero, U. of Bologna
  Product Innovation and Performance of New High Technology Ventures in China, Haiyang Li, City U. of Hong Kong; Kwaku Atuahene-Gima, City U. of Hong Kong
  A Process Typology of University-Industry Joint Product Development Projects, Ganesh N. Prabhu, Indian Institute of Management, Bangalore

Monday 2:30 pm

838. Paper: Institutional Impacts on TIM: Patenting, Geography, and Market Rigidities
- 2:30-3:50 Hyatt West: Stetson E
  Chair: Paul E. Bierly, James Madison U.
  Innovating Against European Rigidities: Institutional Environment and Dynamic capabilities, Magali A. Delmas, U. of California, Santa Barbara
  The Effect of Patenting on Liquidity: An Examination of US Pharmaceutical Firms, Edward F. Levitas, U. of Wisconsin, Milwaukee; Richard J. Martinez, Baylor U.
  Organizing for Technological Innovation: The Impact of Geographic Centralization, Aya S. Chacar, London Business School
  Discussant: Falguni Sen, Fordham U.

Monday 4:10 pm
**839.** Innovation Streams, Ambidextrous Designs, and Organizational Evolution: Linking TIM with Organization Theory and Strategy  
- 4:10-5:30 Hyatt West: Stetson E  
**Chair:** Jeffrey K. Liker, U. of Michigan  
**Distinguished Speaker:** Michael Tushman, Harvard U.

**Monday 5:30 pm**

**840.** Meeting: TIM Business Meeting  
- 5:30-6:15 Hyatt West: Stetson E  
**Division Chair:** George F. Farris, Rutgers U., Newark/New Brunswick

**Monday 6:30 pm**

**841.** Social Hour  
- 6:30-7:30 Hyatt West: Stetson E  
**Division Chair:** George F. Farris, Rutgers U., Newark/New Brunswick

**Tuesday 8:30 am**

**842.** Theme: The Impact of the Institutional Environment upon US and Japanese Firms in Three High Technology Industries  
- 8:30-10:10 Hyatt West: Stetson E  
**This symposium selected as the TIM Theme Session**  
**Presenters:** Henry W. Chesbrough, Harvard Business School; Jonathan West, Harvard Business School; Lynne Zucker, U. of California, Los Angeles  
**Discussant:** Bruce Kogut, U. of Pennsylvania

**Tuesday 10:30 am**

**843.** Paper: Strategies for Strategic Technology Alliances: Contingencies and Contraints Over Time  
- 10:30-11:50 Hyatt West: Stetson E  
**Chair:** John P. Ulhoi, Aarhus School of Business  
**Strategic Alliances and Product Development: An Empirical Study of the U.S. Semiconductor Start-up Firms,** Roger Chen, U. of San Francisco; Mingfang Li, California State U., Northridge  
**Strategic Alliances and Firm Growth in Schumpeterian Competition,** Jeho Lee, Korea Advanced Institute of Science and Technology; Seung-Ho Park, Rutgers U.; Young Ryu, U. of Texas, Dallas  
**Sourcing Strategies in New Product Development: Trade-Offs Between Internal and External Learning,** Eric H. Kessler, Pace U.; Paul E. Bierly, James Madison U.; Shanthi Gopalakrishnan, Fairleigh Dickinson U.  
**Discussant:** Melissa A. Schilling, Boston U.

**Tuesday 2:00 pm**

**844.** Symposium: Looking for an Edge: Boundary Crossing and Boundary Maintenance in Pluralistic Knowledge Processes  
- 2:00-3:20 Hyatt West: San Francisco  
**Organizers:** Paul F. Skilton, Arizona State U.; Alan O'Sullivan, McGill U.

**Tuesday 3:40 pm**

**845.** Paper: Inter-Organizational Technology Development: Transaction Costs, Commitment, and Complementarities  
- 2:00-3:20 Hyatt West: Stetson E  
**Chair:** Meir Russ, Franklin U.  
**Winner of TIM Division Best Student Paper Award**  
**Published in Conference Proceedings**  

**The Antecedents and Consequences of Commitment in Information Technology Strategic Alliances,** Candace E. Young-Ybarra, Chapman U.; George Marcoulides, California State U., Fullerton  
**The Impact of Internal Context and Trust on Knowledge and Technology Transfer Activities Within Industry-University Cooperative Ventures,** Michael D. Santoro, Lehigh U.; Shanthi Gopalakrishnan, Fairleigh Dickinson U.  
**Beyond Complementarities, Compatibilities, and Synergies: Theoretical and Empirical Views on Interpartner Overlaps in Alliances,** Christopher Tucci, New York U.  
**Discussant:** Thomas Chandy, Indiana U., Bloomington

**846.** Paper: The Microdynamics of High Performance in High Tech: Leadership and Cooperation  
- 3:40-5:00 Hyatt West: Stetson E  
**Chair:** Joel D Goldhar, Illinois Institute of Technology  
**Climbing the Learning Curve: Leadership Learning and Its Relationship with Leadership Role Performance,** Team Decision Processes and Project Performance, Giles Hirst, Melbourne Business School; Leon Mann, Oakland University; Andrew Pirola-Merlo, Melbourne Business School  
**Individual Differences, Environmental Scanning, Innovation Framing, and Champion Behaviors: Key Predictors of Project Performance,** Jane M. Howell, U. of Western Ontario; Christine M. Shea, U. of New Hampshire  
**Leadership Behavior and Boundary Management Actions Associated with Radical and Incremental Product Development Team Success,** Richard Leifer, Rensselaer

**843. Innovation Streams, Ambidextrous Designs, and Organizational Evolution: Linking TIM with Organization Theory and Strategy**  
- 4:10-5:30 Hyatt West: Stetson E  
**Chair:** Jeffrey K. Liker, U. of Michigan  
**Distinguished Speaker:** Michael Tushman, Harvard U.

**Monday 5:30 pm**

**840. Meeting: TIM Business Meeting**  
- 5:30-6:15 Hyatt West: Stetson E  
**Division Chair:** George F. Farris, Rutgers U., Newark/New Brunswick

**Monday 6:30 pm**

**841. Social Hour**  
- 6:30-7:30 Hyatt West: Stetson E  
**Division Chair:** George F. Farris, Rutgers U., Newark/New Brunswick

**Tuesday 8:30 am**

**842. Theme: The Impact of the Institutional Environment upon US and Japanese Firms in Three High Technology Industries**  
- 8:30-10:10 Hyatt West: Stetson E  
**This symposium selected as the TIM Theme Session**  
**Presenters:** Henry W. Chesbrough, Harvard Business School; Jonathan West, Harvard Business School; Lynne Zucker, U. of California, Los Angeles  
**Discussant:** Bruce Kogut, U. of Pennsylvania

**Tuesday 10:30 am**

**843. Paper: Strategies for Strategic Technology Alliances: Contingencies and Constraints Over Time**  
- 10:30-11:50 Hyatt West: Stetson E  
**Chair:** John P. Ulhoi, Aarhus School of Business  
**Strategic Alliances and Product Development: An Empirical Study of the U.S. Semiconductor Start-up Firms,** Roger Chen, U. of San Francisco; Mingfang Li, California State U., Northridge  
**Strategic Alliances and Firm Growth in Schumpeterian Competition,** Jeho Lee, Korea Advanced Institute of Science and Technology; Seung-Ho Park, Rutgers U.; Young Ryu, U. of Texas, Dallas  
**Sourcing Strategies in New Product Development: Trade-Offs Between Internal and External Learning,** Eric H. Kessler, Pace U.; Paul E. Bierly, James Madison U.; Shanthi Gopalakrishnan, Fairleigh Dickinson U.  
**Discussant:** Melissa A. Schilling, Boston U.

**Tuesday 2:00 pm**

**844. Symposium: Looking for an Edge: Boundary Crossing and Boundary Maintenance in Pluralistic Knowledge Processes**  
- 2:00-3:20 Hyatt West: San Francisco  
**Organizers:** Paul F. Skilton, Arizona State U.; Alan O'Sullivan, McGill U.

**Tuesday 3:40 pm**

**845. Paper: Inter-Organizational Technology Development: Transaction Costs, Commitment, and Complementarities**  
- 2:00-3:20 Hyatt West: Stetson E  
**Chair:** Meir Russ, Franklin U.  
**Winner of TIM Division Best Student Paper Award**  
**Published in Conference Proceedings**  

**The Antecedents and Consequences of Commitment in Information Technology Strategic Alliances,** Candace E. Young-Ybarra, Chapman U.; George Marcoulides, California State U., Fullerton  
**The Impact of Internal Context and Trust on Knowledge and Technology Transfer Activities Within Industry-University Cooperative Ventures,** Michael D. Santoro, Lehigh U.; Shanthi Gopalakrishnan, Fairleigh Dickinson U.  
**Beyond Complementarities, Compatibilities, and Synergies: Theoretical and Empirical Views on Interpartner Overlaps in Alliances,** Christopher Tucci, New York U.  
**Discussant:** Thomas Chandy, Indiana U., Bloomington

- 3:40-5:00 Hyatt West: Stetson E  
**Chair:** Joel D Goldhar, Illinois Institute of Technology  
**Climbing the Learning Curve: Leadership Learning and Its Relationship with Leadership Role Performance,** Team Decision Processes and Project Performance, Giles Hirst, Melbourne Business School; Leon Mann, Oakland University; Andrew Pirola-Merlo, Melbourne Business School  
**Individual Differences, Environmental Scanning, Innovation Framing, and Champion Behaviors: Key Predictors of Project Performance,** Jane M. Howell, U. of Western Ontario; Christine M. Shea, U. of New Hampshire  
**Leadership Behavior and Boundary Management Actions Associated with Radical and Incremental Product Development Team Success,** Richard Leifer, Rensselaer
Wednesday 8:30 am

847. Paper: **Building Dynamic Capabilities: Journeying into the Black Box**

- 8:30-10:20 Hyatt West: Stetson E
- Chair: Oscar Hauptman, Melbourne Business School
- Organizational Capabilities for Continuous Innovation:
  - Gianmario Verona, Bocconi U., Milan; Davide Ravasi, Bocconi U.
- Adaptive Capacity and Innovation Performance, Steven White, Hong Kong U. of Science and Technology
- Collaborative Management of Emergent Constraints:
  - Participant Observation of a Software Development Team, Keith Wesley Rollag, Stanford U.
- What's In an Organizational Routine? "Unpacking"
  - Knowledge Management, Daniel Z. Levin, Rutgers U.
- Discussant: Cathy A. Rusinko, Villanova U.

Wednesday 10:40 am

848. Paper: **Organizing for Innovation: Emerging Constraints and Opportunities**

- 10:40-12:00 Hyatt West: Stetson E
- Chair: Thomas Chandy, Indiana U., Bloomington
- Coordinator and Discussant: Russell W. Wright, U. of Illinois, Urbana-Champaign
- Managing Innovation-Driven Change in the Product Development Process: "If Only We'd Known Sooner"
  - Trudy Heller, New Jersey Institute of Technology
- Process Management and Organizational Adaptation To Technological Change, Mary J. Benner, Columbia U.
- Winner of TIM Division Best Student Paper Award
- Published in Conference Proceedings

Adapting to a New Environment: How a Legacy Software Organization Copes with Volatility and Change, Nancy Staunemayer, Duke U.; Brett P. Matherne, Georgia State U.; Todd Graves, Lucent Technologies/Bell Laboratories; Audris H. Mockus, Lucent Technologies
- Stop Me Before I Till Again: Managerial Capacity as a Constraint on Investment in Real Options, Michael L. Barnett, New York U.

Wednesday 12:20 pm

849. Symposium: **Enhancing the Mature Firm’s Capacity for Breakthrough Innovations: Results of a Four Year Longitudinal Multi-Case Study**

- 12:20-2:10 Hyatt West: Stetson E
- Chair: Richard Leifer, Rensselaer Polytechnic Institute
- Project Overview, Intent, Rationale, and Methodology, Richard Leifer, Rensselaer Polytechnic Institute
- Triggering Radical Innovation Projects, Mark P. Rice, Rensselaer Polytechnic Institute
- Leadership, Management and Organizational Levers for Radical NPD Success, Richard Leifer, Rensselaer Polytechnic Institute
- Operational Levers for Radical New Product Development Success, Christopher M. McDermott, Rensselaer Polytechnic Institute
- Managing Technology Development in Radical Innovation, Lois Peters, Rensselaer Polytechnic Institute
- Discussion, Conclusions, and Implications, Douglas Johnson, Hewlett Packard
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<tr>
<td>McGehee, L. (University of North Carolina) 919-962-3162 <a href="mailto:mjmelch@u.washington.edu">mjmelch@u.washington.edu</a></td>
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<td>McGlashan-Glasgow, Kay McGlashan (California Polytechnic State U. San Luis Obispo) (760) 575-0276 <a href="mailto:kglasgow@calpoly.edu">kglasgow@calpoly.edu</a></td>
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<td>McGrath, Monica (McGill) 250-721-6403 <a href="mailto:kmcguire@u.washington.edu">kmcguire@u.washington.edu</a></td>
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<td>McLeanParks, Jeanne (Mississippi State U.) 662-425-1692 <a href="mailto:jeanmellin@msstate.edu">jeanmellin@msstate.edu</a></td>
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<td>McLaughlin, Jocelyn Shoemaker (Adidas) 540-831-5192 <a href="mailto:jmlaugh@sunet.edu">jmlaugh@sunet.edu</a></td>
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<td>McLean-Parks, Judi (Washington U.) (314) 935-7451 <a href="mailto:McLeanParks@MAILS.MSU.EDU">McLeanParks@MAILS.MSU.EDU</a></td>
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<td>McMahon, Mary (U. of Arizona, Tucson) 520-621-7002 <a href="mailto:mcmahon@u.washington.edu">mcmahon@u.washington.edu</a></td>
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Academy of Management Host Institutions

For many years the Academy has been privileged to work with business schools and universities located near the sites of our annual meetings. These institutions, known as Host Institutions, provided monetary support to the Academy, which helped keep costs to members attractively low. In recent years we have expanded this effort to include multiple benefit levels and institutions outside the immediate geographic area of the meeting.

I am pleased to report another successful year of institutional sponsorship. A record 18 universities and business schools, described below, combined to provide over $43,000 of sponsorship funding. Clearly all of us owe them a debt of gratitude. I hope you will read about them below and, as you see representatives of those institutions throughout the meeting, please express your gratitude. I know they will appreciate your recognition of their contributions.

McRae C. (Mac) Banks
Worcester Polytechnic Institute
Sponsorship Chair

Gold Host Institutions

INDIANA U. THE KELLEY SCHOOL OF BUSINESS

The Kelley School of Business at Indiana U. is home to top-rated graduate, undergraduate and executive education programs. Each contributes to overall teaching and research excellence that has helped place Indiana's MBA program in the top 15, its undergraduate program in the top five, has sent more than 900 doctoral graduates to key positions in industry and academe, and has made the executive education program a model for practitioner partnerships that are being adopted by business schools all over the world.

CRANFIELD U., CRANFIELD SCHOOL OF MANAGEMENT

Cranfield School of Management is one of Europe's leading business schools. Located north of London, Cranfield was founded in 1967 and is dedicated to management development. The School's mission is to contribute to the improvement of management practice and leadership in both the national and international arena, through education and research. Cranfield offers a master of business administration (MBA) and a master of science (MSc) in Project Management, Logistics & Transportation, and Distribution & Logistics. A doctor of philosophy (PhD) and master in philosophy (MPhil) in business administration are also available. Cranfield also offers a wide range of executive development programs, both at Cranfield and in-company, including director level development, strategy & change management, and human resource management.

QUEENSLAND U. OF TECHNOLOGY, SCHOOL OF MANAGEMENT

QUT enrolls nearly 30,000 students making it one of Australia's largest universities, with an outstanding reputation for educational excellence. The U. has three campuses - including Brisbane's only city centre U. campus - and offers more than 130 undergraduate and postgraduate courses in eight major discipline areas. Brisbane, a city with a population of more than 1 million is the capital city of Queensland, Australia's north-east state and one of its fastest growing with a highly desirable, sub-tropical life-style, and an expanding and diversifying economy.

The School of Management within the University's Faculty of Business offers one of Australia's most significant undergraduate management education programs. Some 1200 students are currently enrolled in two of the Faculty's most popular majors - Human Resource Management and Management.

The School offers six undergraduate and five postgraduate degrees and has major teaching and research interests in the areas of management, human resources, business strategy, government-business relations, organizational theory, innovation and organizational change. The School uses cutting edge and technology flexibility as part of its teaching strategy.

Many of the School's 30 full-time academic staff are actively involved in consultancy and research programs with local, national and international businesses and governments. The School's close association with the business community enables it to provide students with a multi-disciplinary approach to management education as well as a critical perspective.

The Australian Centre in Strategic Management, located within the School supports the School's research projects and supervises research degree students in the Masters and Ph.D. programs. The School is vigorously expanding its research capabilities and performance to complement its position as a premier management education provider. A high level of participation in the Academy's national meeting is part of the School's strategy for building its research profile and international research networks.

TEXAS A&M U.
DEPARTMENT OF MANAGEMENT

The Department of Management at Texas A&M U. is consistently recognized as one of the most productive management departments in business schools globally. The faculty teach and do research in all areas of management,
including strategic management, organization theory, organizational behavior, human resource management, business and public policy, and the legal environment. The faculty publish in the top scholarly and practitioner journals in their respective fields, serve in key roles in the Academy of Management and other professional associations, write and edit books, serve in important editorial roles for a variety of journals, participate in executive development seminars, and consult. The faculty in Management include: Michael Abelson, Zoe Barsness, Leonard Bierman, Albert Cannella, Adrienne Colella, Tina Dacin, Angelo DeNisi, Lorraine Eden, Jennifer George, Javier Gimeno, Charles Goodman, Ricky Griffin, Don Hellriegel, Michael Hitt, David Hofmann, Gareth Jones, Gerald Keim, David Loree, Fred Morgeson, Ramona Paetzold, Michael Pustay, Peter Rodriguez, Ben Welch, Richard Woodman, Asghar Zardkoohi, and Jing Zhou.

Silver Host Institutions

**ILLINOIS INSTITUTE OF TECHNOLOGY (IIT)\nSTUART SCHOOL OF BUSINESS**

IIT's Stuart Graduate School of Business provides a unique experience for working professionals and career-entry students from all countries with a range of intellectually challenging graduate-level business education programs, taught from a practical perspective, with an emphasis on analytic/quantitative skills and the relationship between business and technology.

Stuart's offerings include an MBA with eleven areas of specialization, the Ph.D. in Management Science offered in the areas of operations and finance, and four unique industry-driven master's programs in Financial Markets & Trading, Environmental Management, Operations & Technology Management, and Marketing Communication.

The Stuart campus is located in the heart of Chicago's Downtown business and finance community in a ten-story building that also houses IIT's Chicago-Kent College of Law. The campus offers state-of-the-art computer labs featuring the latest industry software, a library of more than 500,000 volumes, and the Stuart Career Planning Center.

**PENN STATE, THE SMEAL COLLEGE OF BUSINESS ADMINISTRATION**

Invention, integration, and innovation are the watchwords of Penn State's Smeal College of Business Administration. It is a combination that places Smeal among the top handful of business school in the country at the bachelor's, graduate, and executive levels. The research of our faculty - the invention of new knowledge - drives our educational programs. The core courses of our bachelor's and MBA programs are integrated, giving students a real-world understanding of business, helping them to become innovative managers. Because Smeal is a research-focused business school, we also are a critical source of innovative new solutions for the business community. A leader in managerial communications, the MBA program is close-knit by design - providing students a chance to work directly with our world-class faculty and to develop a sense of community that endures well after graduation.

**U. OF ALBERTA**

Founded in 1908, the U. of Alberta is one of Canada's foremost research-intensive institutions of higher learning. The University's main campus in Edmonton is home to nearly 30,000 full and part-time students enrolled in over 60 different undergraduate and graduate-level degree programs. The teaching of Business at the U. of Alberta began in 1916. In 1960 the Faculty of Business became the first business school in Canada to be granted accreditation by the American Assembly of Collegiate Schools of Business. Today, the Faculty of Business is one of Canada's leading business schools, and offers highly-regarded Bachelor of Commerce and Master of Business Administration programs in which some 2,200 students are presently enrolled. The Faculty is extremely active in research and a key participant in Academy events. The Centre for Professional Service Firm Management is at the forefront of research into professional firms and of knowledge-intensive firms more generally. A substantial donation from an outside foundation has initiated considerable effort into understanding the international dimension of family enterprise. A particular interest and research strength of the Faculty is the use of qualitative methodologies in organizational research. Faculty members serve on the editorial boards of the administrative Science Quarterly, Academy of Management Journal, Organization Studies, Journal of Management Studies, Journal of Management Inquiry, and Organizational Research Methods.

**U. OF MARYLAND, ROBERT H. SMITH SCHOOL OF BUSINESS**

The Robert H. Smith School of Business is recognized as a national leader in business education. The school provides cross-functional programs (BS, MS, MBA, and Ph.D.) that prepare graduates to lead organizations in an Information Economy fueled by technology, globalization, and constant change. The Smith School faculty combines excellence in teaching with exceptional scholarship. Many of them are recognized as experts in their fields, and the faculty counts among its membership five Fellows of the Academy of Management. Through education, research, executive development, and corporate partnership activities, the Robert H. School of Business is creating a model for the business school of the 21st century.
Local Arrangements U. and Host Institution

DEPAUL U.
The College of Commerce at DePaul U. includes a School of Accountancy, Kellstadt Graduate School of Business, the departments of economics, finance, management, and marketing, a Center for Business and Public Policy and the Driehaus Center for International Business. Its part-time MBA program is ranked in the Top 10 by U.S. News and World Report and its entrepreneurship program enjoys a similar ranking by Success magazine. Excellent teaching and applied research characterize the work of the talented faculty of College. The faculty has been recognized for its innovative efforts for five consecutive years by the Mid-Continent East region of the AACSB. In December 1998, the Kellstadt Graduate School of Business awarded its first MBA degree to students enrolled in the school's part-time MBA program in Hong Kong.

Host Institutions

DOMINICAN U. THE SCHOOL OF BUSINESS
The School of Business at Dominican U. is dedicated to achieving excellence in teaching and promoting excellence in learning. We provide our students with the skills they need to succeed in a global economy that faces constant change in technology and organizational structure. Full-time professors who hold doctoral degrees teach approximately 75% of our classes. Our part-time faculty come from a variety of businesses and industries, enhancing the program with their specialized skills and practical expertise. Our students enjoy small classes which foster a rich learning environment and encourage their active participation. They learn not only from their professors but also from one another. The School of Business is also greatly enriched by the diversity of our students. International students from more than twenty countries represent 12% of the student body. Offering five different master's degrees, two joint degrees, and four undergraduate majors, the School of Business is recognized for its outstanding programs in accounting, management, international business, and information systems. The School of Business is accredited by AACSB, the international association for management education.

LOYOLA U. CHICAGO
Loyola U. Chicago is one of the largest of the 28 Jesuit colleges and U. in the United States; it includes the Loyola U. Medical Center and nine schools on four campuses. Headquartered on Chicago's North Michigan Avenue, the School of Business offers undergraduate, MBA, and graduate programs in Accountancy, Information Systems, and Human Resource Management. The School of Business stresses excellence in teaching and research, strategic and global approaches to problem solving, and the role of ethics in business decision making. The School has approximately 75 full-time faculty and 2000 students in the U.S., Italy, Greece, Turkey and Thailand. The Loyola School of Business serves the Chicago corporate community through its executive education programs as well as centers for financial studies, futures trading, and family business.

NORTHEASTERN ILLINOIS U.
Northeastern Illinois U. is a comprehensive, state-supported commuter institution of approximately 10,000 students. The U. prides itself on excellent classroom instruction delivered by highly qualified faculty dedicated to teaching, research, and service. The U. community represents a wide range of cultural and racial backgrounds, and the diverse student body includes many returning adult students, minorities, and people who are the first in their families to attend college. Northeastern serves as an affordable educational and cultural resource for the northern metropolitan Chicago area, fulfilling an important role in Illinois higher education. The College of Business and Management offers five undergraduate degrees: accounting, finance, management, marketing and general business administration as well as two master's degree programs: the Master of Business Administration (MBA) and the Master of Science in Accounting (MSA).

OHIO STATE U. MAX M. FISHER COLLEGE OF BUSINESS
The Max M. Fisher College of Business at The Ohio State U. provides business management education based on cutting edge faculty research and interaction with corporate executives. Upon completion, the new six-building Fisher College will be one of the few fully integrated Business campuses in the country. The college offers the best of a "private" business school education while providing access to the resources of a major university. It is recognized as one of the top 25 business schools in the nation.

U. OF ILLINOIS AT URBANA-CHAMPAIGN, COLLEGE OF COMMERCE AND BUSINESS ADMINISTRATION
The College of Commerce and Business Administration has outstanding programs in accounting, business, economics, and finance. It enrolls about 3,000 undergraduates, 600 MBA and masters students, and 175 doctoral candidates from all fifty states and from more than thirty countries worldwide. The college ranks high in the training of future scholars and teachers, historically granting more Ph.D.s in accounting, business, and economics than any other business school in the country. CBA graduates have gone on to assume leadership roles in business, government, and academe. The more than 35,000 alumni of the college stretch around the globe. A distinguished faculty of 183 provides instruction and academic leadership in the teaching, research, and outreach programs of the college. In keeping with the University's strong programs in engineering, technology, and computer science, the college
is a leader in research and teaching in technology management.

THE U. OF NOTRE DAME, COLLEGE OF BUSINESS ADMINISTRATION

Founded in 1921, The U. of Notre Dame College of Business Administration enrolls more than 2,100 students. Housed in a new state-of-the-art technology facility, the College offers five programs: the undergraduate program, the Executive MBA program, the traditional MBA program, the MSA program, and the MS in Accountancy program. It also offers custom designed Executive programs. Within the College of Business, undergraduate students can choose from among five majors: accountancy, finance and business economics, management, management information systems (MIS), and marketing. The 1998 Public Accounting Report ranked both our undergraduate Accountancy and the newly launched Masters of Science in Accountancy Program # 6 in the country. Our MBA program, which enrolls 287 students, is ranked as one of the top 50 MBA programs nationwide by Business Week magazine. In August 1997, Notre Dame appointed Carolyn Woo as Dean of the College of Business Administration.

THE U. OF TEXAS AT EL PASO
COLLEGE OF BUSINESS ADMINISTRATION

IN 1992, UTEP's College of Business created the Centers for Entrepreneurial Development, Advancement, Research, and Support (CEDARS). The mission of CEDARS was to improve the economic quality of life in the region served by the University. The mission has been carried out through changes in the College's curriculum to address regional issues, continuing education programs that have extended the College's activities beyond the walls of our building, applied research focusing on economic development and service to the community. Components of the outreach programs are The Center for the Study of Western Hemispheric Trade, the Family and Closely Held Business Forum, The Franchise Center, The Small Business Executive Education Program and The Small Business Institute.

WPI (WORCESTER POLYTECHNIC INSTITUTE)
DEPARTMENT OF MANAGEMENT

Founded in 1865, WPI is the nation’s third oldest technological university. Its German motto, “Lehr und Kunst,” accurately captures both the founding intent and present practice of its educational program that focuses on the integration of theory and practice. The cornerstone of WPI’s educational program is the WPI Plan, which requires that all students complete three major projects prior to graduation. The first is a humanities project, which pulls the student’s five humanities courses into a single theme based on a one-course equivalent research paper. The second project, equivalent to three courses, focuses on the intersection of technology and society, to ensure that students have an adequate understanding of the benefits and drawbacks of technology, especially as it relates to societal issues. The final project, also equivalent to three courses, provides a capstone experience in the students’ majors. In Management, the final project is conducted for outside clients, prepared as a written report, and presented to both the client and the faculty.

Another unique feature of WPI is its Global Perspectives Program. While WPI offers the traditional study abroad and student exchange programs, its hallmark program in the global arena is its highly acclaimed Global Projects Program. With 13 global project centers, WPI students have the opportunity to complete any or all of their three required projects in another nation or culture. Thus, a student might determine the feasibility of offshore sand mining in Puerto Rico or develop an information system for a bank in Switzerland.

The Department of Management is WPI’s academic business unit. The University’s original business degree, Management Engineering, was first offered through the Mechanical Engineering Department in the 1940s. In 1972, the Department was founded and now houses four majors: Management (General Business), Management Engineering, Management Information Systems, and Industrial Engineering. Over the years the Department of Management has developed an outstanding reputation for producing graduates that recruiters say have an 18 month head start on the typical college graduate in business, which is one reason the Department typically places 100 percent of its students.

Located in Worcester, Massachusetts, New England’s second largest city, WPI is both private and coeducational. Approximately 2700 undergraduates, and 1000 graduate students, are enrolled in the University’s 14 academic departments. All are well qualified. At the undergraduate level, the mean SAT is 1300. At the graduate level, the students come with substantial real-world experience; in a recent project management course, virtually all the students were high level managers or executives.

WRIGHT STATE U.TY, DEPARTMENT OF MANAGEMENT

Wright State U. is a metropolitan U. named after aviation pioneers Orville and Wilbur Wright. Wright State is a dynamic and diverse institution, with nearly 18,000 students pursuing studies in approximately 100 undergraduate majors and 40 graduate and professional degree programs. The 557-acre main campus, located 12 miles northeast of Dayton, Ohio, has 20 major buildings and a 200-acre biological preserve. Wright State is nationally recognized as a leader in programs and services for people with disabilities. All campus buildings are designed to be accessible to people with disabilities, and most are joined by an extensive underground tunnel system.

The College of Business and Administration is fully accredited at both the graduate and undergraduate levels by
AACSB. Our aim is to create an environment that fosters faculty development and strengthens the college's links with the external community. The college's academic programs teach students to adjust to the rapidly changing conditions of the business world. A broad curriculum is offered, leading to an undergraduate Bachelor of Science degree with majors in accountancy, economics, finance, financial services, human resource management, management, management Information systems, marketing, and operations management. The college also offers four graduate degrees: Master of Business Administration, Master of Science in Social and Applied Economics, Master of Science in Logistics Management, and Master of Accountancy.

The Department of Management plays a central role in both graduate and undergraduate business programs, offering core courses in management, organizational behavior, public policy, ethics, and strategy. In addition, Wright State is the only U.S. U. to require all undergraduate business students to take a course on management of technology and environment, which is also taught by the Department of Management.

**York U. Schulich School of Business**

Established in 1966, the Schulich School of Business(formerly the Faculty of Administrative Studies) at York U. is Canada's largest graduate school of management. Schulich programs emphasize relevance to real-world contexts, an applied focus, globalization, a broad frame of reference, and critical skills such as group, negotiation, and presentation skills. In addition to becoming strong generalists, students have exceptional opportunities for multiple specializations. Areas of study and specialization include management functions (finance, marketing, human resource management, strategic management, accounting, applied economics, operations management, and information systems), industry sectors (financial services, arts and media, and real property), and special areas (international business, entrepreneurship, financial engineering, business and the environment, public management, nonprofit management, and business ethics).

Schulich has become a global business school, with strategic alliances in more than forty-five countries around the world, including academic exchange agreements with twenty-nine leading international management schools.

At the master's level, Schulich offers three degrees: the MBA, the international MBA (IMBA), and the Master of Public Administration (M.P.A). MBA and MPA students can study on a full-time and/or a part-time basis three semesters a year. Admission is in September or January. Schulich also offers a joint MBA/LL.B degree with Osgoode Hall Law School at York, and a joint MBA/MFA degree with the Faculty of Fine Arts at York, and a joint MBA degree with Laval U. in Quebec.

The IMBA is a twenty-four-month (six-semester) full-time program that admits 60 students each September. In addition to taking foundations of management and international business courses, students develop specialized region and country expertise, master a foreign language, and spend up to six months working and studying abroad.

The Ph.D. in administration program exposes students to quantitative and qualitative research methods and techniques through core and elective courses. Students may tailor specializations to individual needs in either management functions or thematic issues such as international business and change management.
Advertisements
Hotel Maps
## Presidents of the Academy of Management

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<th>Years</th>
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<td>1936-40</td>
<td>Charles J. Jamison, U. of Michigan (Founder)</td>
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<td>1941-47</td>
<td>Robert P. Brecht, U. of Pennsylvania</td>
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<td>1948</td>
<td>Ralph C. Davis, Ohio State U.</td>
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<td>1949</td>
<td>Erwin H. Schell, Massachusetts Institute of</td>
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<tr>
<td>1950</td>
<td>Michael J. Jucius, Ohio State U.</td>
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<td>1951</td>
<td>William H. Newman, Columbia U.</td>
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<td>1952</td>
<td>John F. Mee, Indiana U.</td>
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<td>1953</td>
<td>Franklin Folts, Harvard U.</td>
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<td>1954</td>
<td>William R. Spriegel, U. of Texas</td>
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<td>1955</td>
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<td>1956</td>
<td>Franklin G. Moore, U. of Michigan</td>
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<td>Alvin Brown, Johns-Manville Corporation</td>
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<td>1958</td>
<td>Billy E. Goetz, Massachusetts Institute of</td>
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<td>1959</td>
<td>Merten Mandeville, U. of Illinois</td>
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<td>1960</td>
<td>Joseph W. Towle, Washington U.</td>
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<td>1961</td>
<td>George R. Terry, Northwestern U.</td>
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<td>1962</td>
<td>Harold F. Smiddy, General Electric Company</td>
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<td>Harold Koontz, U. of California, Los Angeles</td>
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<td>Dalton McFarland, Michigan State U.</td>
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<td>Max D. Richards, Pennsylvania State U.</td>
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<td>1972</td>
<td>Charles E. Summer, U. of Washington</td>
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<td>1974</td>
<td>Lyman W. Porter, U. of California, Irvine</td>
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<td>Stanley G. Vance, U. of Tennessee</td>
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<td>Fremont E. Kast, U. of Washington</td>
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<td>John B. Miner, Georgia State U.</td>
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<td>Robert B. Duncan, Northwestern U.</td>
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<td>John W. Slocum Jr., Southern Methodist</td>
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<td>Kathryn M. Bartol, U. of Maryland</td>
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<td>1986</td>
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<td>1987</td>
<td>Richard M. Steers, U. of Oregon</td>
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<td>1988</td>
<td>Don Hellriegel, Texas A&amp;M U.</td>
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<td>1989</td>
<td>Arthur G. Bedeian, Louisiana State U.</td>
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<td>1990</td>
<td>Steven Kerr, U. of Southern California</td>
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<td>1991</td>
<td>Janice M. Beyer, U. of Texas, Austin</td>
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<td>1992</td>
<td>Ramon J. Aldag, U. of Wisconsin</td>
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<td>1993</td>
<td>Donald C. Hambrick, Columbia U.</td>
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<td>1994</td>
<td>Greg R. Oldham, U. of Illinois, Champaign</td>
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<td>1995</td>
<td>Mary Ann Von Glinow, Florida International U.</td>
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<td>1996</td>
<td>Richard T. Mowday, U. of Oregon</td>
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<td>1997</td>
<td>Michael A. Hitt, Texas A&amp;M U.</td>
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<tr>
<td>1999</td>
<td>Anne S. Huff, U. of Colorado</td>
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</tbody>
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### Future Annual Meetings of the Academy of Management

<table>
<thead>
<tr>
<th>Year</th>
<th>Meeting Date</th>
<th>Location</th>
<th>Venue</th>
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<tbody>
<tr>
<td>2000</td>
<td>August 6-9</td>
<td>Toronto</td>
<td>Royal York &amp; Sheraton Centre</td>
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<td>2001</td>
<td>August 5-8</td>
<td>Washington</td>
<td>Washington Hilton, Sheraton Washington &amp; Omni Shoreham</td>
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<tr>
<td>2002</td>
<td>August 11-14</td>
<td>Denver</td>
<td>Colorado Convention Center &amp; Surrounding Hotels</td>
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<tr>
<td>2003</td>
<td>August 3-6</td>
<td>Seattle</td>
<td>Washington State Convention &amp; Trade Center &amp; Surrounding Hotels</td>
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</tbody>
</table>

### Academy of Management Facts

- 10,000 Members - (83% US, 17% International)
- Over 90 Countries
- 22 Divisions and Interest Groups
- 5,000 participants in the Annual Meeting
- Job Placement Service with 1,500 users annually
- E-mail discussion groups with 36,000 participants
- 5 Regional Affiliates: Eastern, Midwest, Western, Southern, Southwestern
### ACADEMY OF MANAGEMENT BOARD OF GOVERNORS

- **President**: Anne S. Huff, U. of Colorado
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- **Representatives**: Anne S. Tsui, Hong Kong U. of Science & Tech.
- **Representatives**: Nancy Urbanowicz (Ex Officio)

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- **Careers**: Martin Greller, U. of Wyoming
- **Entrepreneurship**: Peter Carnevale, U. of Illinois
- **Gender & Diversity in Organizations**: G. Dale Meyer, U. of Colorado
- **Health Care Management**: Roy Jacques, U. of Otago
- **Human Resources**: Stephen O'Connor, U. of Wisconsin
- **International Management**: Robert D. Gatewood, U. of Georgia
- **Management Education & Development**: Stephen B. Tallman, Cranfield School Of Management
- **Management History**: William P. Ferris, Western New England College
- **Managerial Consultation**: Michael Plater, U. of Florida
- **Management & Organizational Cognition**: Lynn A. Isabella, U. of Virginia
- **Operations Management**: Flemming Poulsen, Copenhagen Business School
- **Organization Development & Change**: Peter T. Ward, Ohio State University
- **Organization & Management Theory**: Christine Oliver, York University
- **Organizational Behavior**: Kenneth Murrell, U. of West Florida
- **Organizational Communication & Information Systems**: James R. Meindl, SUNY, Buffalo
- **Organizations & the Natural Environment**: Ilze Zigurs, U. of Colorado
- **Public & Nonprofit Sector**: Thomas Neil Gladwin, U. of Michigan
- **Research Methods**: Steve B. Tallman, Cranfield School Of Management
- **Social Issues in Management**: Robert P. Gephart, U. Of Alberta
- **Technology & Innovation Management**: James F. Weber, Duquesne University
- **Executive Director**: Anne S. Tsui, Hong Kong U. of Science & Tech.

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- **Eastern**: Bonita Betters-Reed, Simmons College
- **Midwest**: Marilyn Fox, U., Mankato State U.
- **Southern**: C. A. Schriesheim, U. of Miami
- **Southwest**: Tim Peterson, The Stalwart Group
- **Western**: Joan Dahl, California State U., Northridge
Acknowledgements

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UNIVERSITY OF MINNESOTA
321 19th Avenue South
Minneapolis, MN 55455

Carroll School of Management
Boston College
140 Commonwealth Avenue
Chestnut Hill, MA 02467-3808

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1255 Corporate Drive
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MANAGEMENT GENERAL
P.O. Box 23680
Louisville, KY 40223-0680
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