Welcome to the Academy of Management Meeting  
Toronto, August 4 – 9, 2000  
“A New Time”

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Welcome Note and Meeting Agenda

On behalf of everyone planning the 2000 meeting of the Academy of Management – Welcome!

If this is your first Academy meeting, we are very glad to have you with us. We hope this will be just the first of many Academy meetings in which you participate. If this is your second meeting, or your tenth, or your thirtieth… welcome back. Let’s join together in making this meeting engaging and exciting, and a wonderful intellectual home for all our participants.

As the conference theme states, and as our conference logo, designed by Jason Kwong, a student at the International School of Design who won our logo design contest shows, this surely is “A New Time.”

We will experience this new time in many ways. The Academy’s 23 division program chairs and 30 professional development workshop chairs have created a very impressive program that includes 1,237 papers, 179 symposia, 230 professional development workshops, 60 works of art and poetry, and 17 caucuses. The program involves more than 3,800 participants from over 1,300 universities and other organizations in 43 countries. This is the most international Academy meeting ever.

Please visit the meeting website, http://www.aom.pace.edu/meetings/2000. It gives important information about the events that will take place. We will continue updating the website until the time of the meeting. Among other things, the website gives information about how to access materials that session organizers hope you will read prior to the meeting. The web version of this program, accessible at the meeting website or at the Academy website, http://www.aom.pace.edu, provides easy ways to search the program – by division, by keyword, by participant, by day, and so forth. It includes abstracts of all papers and symposia, as well as pop-up email windows for communicating with conference participants. We encourage you to use both resources.

What’s New?

A lot!

- Art and Poetry that Depicts “Images of a New Time”

We have a new category of presentations this year, visual imagery related to management and time. The types of imagery vary widely, including two- and three-dimensional artwork and poetry. Come and enjoy (and learn from) the creativity of your fellow Academy members as they explore dimensions of time with exciting, non-traditional (in academic terms) media. This program book includes black and white reproductions of a few of the pieces, so you can get a hint of what’s to come. The depictions here don’t do justice to the paintings; they simply invite you to see the originals. A listing of all the pieces reproduced in this program book can be found on p. E1.

The art and poetry exhibit offers an “opening” each day. This is where these new presentations will debut. The first opening, on Sunday, will be at 7:00 PM, immediately following the Distinguished Executive speaker and just prior to the All-Academy reception. The second opening, on Monday, will be at 4:10 PM. The third, on Tuesday, will be at 3:40 PM. The art and poetry from each of the openings will remain on display until noon the next day. During the openings and throughout most of the day and evening, Academy members will also be providing their expertise musically in the Village Square, the venue for all of this new “division’s” activities.
• **The Village Square**

The art and poetry exhibit will be located in the "Village Square," in the Ballroom of the Royal York Hotel. The Village square is a special place set aside for you to appreciate and learn from our colleagues' art and poetry, "meet and greet" or just relax, enjoy coffee and snacks and, in the evening, beer and wine, and listen to music played on a grand piano. It will be open from 7 - 10 PM on Sunday, from 9 AM - 10 PM on Monday and Tuesday, and from 9 AM - Noon on Wednesday. As well as the art and poetry exhibit, the Ballroom features original 1929 frescoes and crystal chandeliers. Come and enjoy!

• **A New Format for the Interactive Paper Sessions**

The Interactive Paper sessions have a new format this year. These sessions will take place in the Canadian Room of the Royal York Hotel, near the Village Square, around round tables. Sets of interactive papers that address similar themes will be grouped together. Presenters will begin by briefly introducing the core ideas in their work, and facilitators will moderate a discussion among all the attendees that builds on these central ideas. The sessions are designed to enable and encourage substantive intellectual discussion among all participants, both paper presenters and others. After the formal session ends, the presenters will be available for informal conversation about their papers. We expect these sessions to be very stimulating, and strongly encourage your participation in them.

• **A New Interest Group**

We welcome a new interest group to the Academy: Management, Spirituality, and Religion (MSR). This interest group will sponsor its first sessions this year. Its first business meeting will be Tuesday afternoon in the Essex Room of the Sheraton Centre hotel. It will begin to accept submissions for the 2001 Academy meeting.

• **A New Service-Learning Initiative**

The Academy has recently established a formal Initiative for the Advancement of Civic Engagement and Community-Based Service Learning. It builds on several years of preliminary work, particularly by members of the Public and Non-Profit (PNP), Management Education and Development (MED), Organizations and the Natural Environment (ONE, Social Issues in Management (SIM), and Organizational Behavior (OB) divisions who have sponsored Academy sessions related to service learning. The Initiative is focusing its efforts on developing curricula that foster management students' service learning and civic engagement.

Supported by grants from the Aspen Institute, Pew Charitable Trusts, and Campus Compact in 1999 a task force brought together some 30 interested scholars to develop a strategy for moving the service learning agenda forward in the Academy. In 1999-2000, the Initiative's "Academy Service-Learning Fellows Program" was formally launched with a $10,000 grant from Campus Compact/Pew Charitable Trusts. At the 2000 Academy meeting the Initiative will designate the first group of fellows, support a MED/PNP/SIM symposium on the theory of service learning, and offer a service activity. Additionally, members of the Task Force have established a listserv for Academy members interested in participating in the broader service-learning initiative. You can learn more about this initiative at the meeting website.

• **New Session Markers**

For the past several years, teaching sessions and individual papers have been denoted in the program by a ![Symbol]. We will continue that practice this year, and also continue the practice begun last year of denoting
theme sessions. The symbol for theme sessions will be an hourglass, ☐, a longstanding marker of time. In addition, we will note international sessions with an � ?><) and sessions particularly pertinent to management practice with ☯. You will be able to download a list of each of these types of sessions from the meeting web page. We will also make this information available at the meeting itself.

**What’s New About Time?**

Our aim during the 2000 Academy meeting has been to spark new ways of thinking about, studying, and experiencing time. You will see that the aim has been wonderfully accomplished.

The art and poetry on the theme are one obvious way that new ways of considering time are demonstrated.

Papers presented in the various divisions explore a wide range of time dimensions. These include, among others, negotiation deadlines, timing the interventions of opinion leaders, individual predispositions towards time urgency, the timelessness of television, the temporal unfolding of gains and losses, new ventures’ timing of entry decisions, temporal effects of goal orientations, the evolutionary epic, time-based breakdowns in leadership, and relationships between work time and work family conflict.

Showcase, joint, and divisional symposia explore kairos moments in education, evolutionary theory in management, the social construction of time in different settings, the strategic use of the past for the present and future, irreversible arrows of time, pace within and across organizational interfaces, the Y2K bug that didn’t bite and many other "timely" topics.

A primary way the theme of each year’s meeting is addressed is in All-Academy sessions. The purpose of these sessions is to explore the meeting theme in a way that goes beyond the emphases of any particular division. Theme sessions this year will explore past times, present times and future times in relation to management and management scholarship. Here are the issues they address.

The dawn of a new millennium gives a wonderful opportunity to reflect on management as it has developed over the course of the past 1000 years and to consider its (immediate) future.

(Session 151) *Management in the Past Millennium: How We Arrived Here and Where We Are Going* Organized by Regina A. Greenwood, Kettering U.

(Session 166) *Business Models in the New Economy* Organized by Vinod Jain, Bowling Green State U.

How do we experience time-- at Academy meetings, at home and at work, in our larger societies? How do our experiences of time affect our organizing?

(Session 157) *The Days of Academy Lives: Investigations of Time Use at Academy Meetings* Organized by Allen C. Bluedorn, University of Missouri-Columbia

(Session 153) *Organizing Time: Organizational Practices and Work/Family Relations* Organized by Monique Valcour, Cornell U.

(Session 155) *Timescapes in Management: Exposing Contradictions, Exploring New Possibilities* Organized by Ronald E. Purser, San Francisco State U.
What would it mean to have time be integral to our research and our theorizing?

Do Academics’ and Practitioners’ Times ever overlap? Does it matter? Can they inform each other?

Kairos And Chronos - Two Dimensional Time and Its Practical Consequences for Effective Managerial Leadership.
Organized by Elliott Jaques, George Washington U.
What should management education be like during the new century? Join in some lively debates on this topic!

(Session 169) *Shaping Management and Executive Education for the New Millennium: Time Based Issues and Challenges*
Organized by Michael K. Badawy, Virginia Polytechnic Institute and State U.

(Session 160) *Time for Change? Strategic Options for Management Education in the 21st Century*
Organized by Paul Friga, U. of North Carolina

**Special Cases on the Theme**

Andy Van de Ven began the practice at last year’s Academy meeting of including cases depicting the theme. We will have two cases this year that not only depict issues regarding time, but also help us think in new ways about time. Both cases will be included on the Proceedings CD-ROM that will be distributed to all who register at the meeting.

(Session 152) *The New Time Sensitive Business Case: Pedagogical and Research Implications*
Organized by Stuart Albert, University of Minnesota

(Session 154) *Internet Businesses and Time: International Perspectives on Changing Change Processes*
Organized by Mark P. Kriger, Norwegian School of Management

**Two Very Special Sunday Afternoon Sessions**

We will have two special Sunday sessions this year.

- (Session 148) *The “Academy Award” winners present a special session on Excellence in the Academy.*

We all watch during the presidential luncheon all the winners of the Academy awards come up to receive the plaques. This year the winners of last year’s Irwin Scholarship Award (Barry Staw), Terry Book Award (Shona Brown and Kathleen Eisenhardt), Service Award (Richard Mowday) and Educator Award (Richard Hodgetts) will do more than that. They will all participate in a special Sunday symposium, chaired by Academy president Dave Whetten, from 2:10 – 3:30 pm in the Toronto Room of the Royal York, addressing and challenging us on Excellence in the Academy from the perspectives of scholarship, education, and service. This session provides an important opportunity to interact with last year’s award winners.

- (Session 149) *Memory of the Future*

On Sunday afternoon from 3:50 - 5:10 Dr. Hooley McLaughlin, the senior advisor for Science and Technology at the Ontario Science Centre, as well as Project Leader for its Timescape exhibition, will introduce contemporary scientific explorations of time in a way that should be fascinating, and that should add substantially to our appreciation of the complexities of time. Among other things, he will describe and present a computer program the Ontario Science Centre has helped develop that “ages” a child's face into adulthood and through the decades of life in a way that demonstrates the mystery of aging combined with a sense of memory. But in this case we will be seeing memory unfold on a life not yet lived. This presentation, which will teach science-based insights about time in a way those of us who are not scientists can understand, should be a real learning experience of time for us all.
Publishing your time-related work

There are multiple opportunities available to publish your time-related scholarship. More information about each of these is available on the meeting website.

- The three Academy of Management journals are each developing special issues/special research forums on the theme. Submission deadlines for the *Academy of Management Journal* and for the *Academy of Management Review* are October 1, 2000. The submission deadline for the *Academy of Management Executive* is July 1, 2000.

- The Editor-in-Chief of *Organization Science*, Kaye Schoonhoven, is inviting submissions that focus on "Time and Inter-Temporal Dynamics in Organizations." The submission deadline will be March 1, 2001.

- *The Information Society* (TIS) invites authors to submit papers for a special issue on the topic of "Time and Information Technology." The submission deadline is June 26, 2000.

- Paul Hirsch and Kim Boal, the editors of the *Journal of Management Inquiry*, are inviting artwork on the theme of "A New Time" to be submitted to the non-traditional research section of JMI.

- Russ Bernard, the editor of *Field Methods*, invites members of the Academy to submit papers on methods for measuring how people actually use their time. Papers on measuring the accuracy of respondent reports are welcome, as are papers on new uses of diaries and beepers, and methods for direct field observation of time use.

This will be quite an eventful meeting! We're looking forward to participating in it with you. Please let us know what we can do to make your experience a positive one. Information on contacting us can be found on the meeting website.

On the following pages you will see a list of many of those who have worked to put this program together. The Academy meeting takes place only because of the very dedicated efforts of many, many people, most of whom already hold full time day jobs and who are doing the work necessary to develop the program as a service to the Academy members and meeting participants. Please thank them when you see them. We, in turn, offer special thanks to Raul Necochea of Boston College, Program Coordinator, and Wendy Gillett, of the University of California, Irvine, Professional Development Workshop Coordinator for their exceptional work in coordinating the entire Academy program.

Jean M. Bartunek  
Boston College

Jone L. Pearce  
U. of California, Irvine

Remember to check the Meeting Website, at http://www.aom.pace.edu/meetings/2000
Meet all the Meeting Planners...

The Toronto 2000 Organizing Committee

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Business Operations/Meeting Planner - Terese Loncar, AOM Headquarters
Past Program Chair - Andrew H. Van de Ven, U. of Minnesota
Past Program Coordinator - Kelley D. Hinze, U. of Minnesota

The Division Program Chairs and Professional Development Workshop Chairs

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<td>Maury A. Peiperl, London Business School</td>
<td>Gayle Baugh, U. of West Florida; &amp;</td>
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<td>Shawn M. Carraher, Indiana U.</td>
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<td>Thomas J. Dean, U. of Colorado</td>
<td>Alex Stewart, Texas Tech U.</td>
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<td>Ellen Ernst Kossek, Michigan State U.</td>
<td>Audrey Murrell, U. of Pittsburgh</td>
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<td>Kathleen Montgomery, U. of California, Riverside</td>
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<td>Lois Tetrick, U. of Houston</td>
<td>Timothy A. Judge, U. of Iowa</td>
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<td>William Vroman, Strategic Planning Inc./U. of Baltimore</td>
<td>Kurt Motamedu, Pepperdine U.</td>
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<td>Robert DeFillippi, Suffolk U.</td>
<td>Elena P. Antonacopoulou, Manchester Business School</td>
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<td>Jorge Herrera, Nova Southeastern U.</td>
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<td>Management, Spirituality, &amp;</td>
<td>Gerald Biberman, U. of Scranton</td>
<td>Kathleen M. Sutcliffe, U. of Michigan</td>
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<td>Neal Ashkanasy, U. of Queensland</td>
<td>Janet L. Hartley, Bowling Green State U.</td>
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<td>Operations Management</td>
<td>Thomas Y. Choi, Arizona State U.</td>
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New Doctoral Student Consortium
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Mentoring Committee

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Catering
Theodore Peridis, York U.

Computers/LAN
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Debbie Stewart, U. of Toronto

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Danny Tzabbar, U. of Toronto

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Hazel Kerwood, York U.

Signage & Staffing
Kelly Thomson, York U.

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April Grieco, Independent Solutions

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Margaret D. Gorman, George Washington U.

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Linda Panzer, Registration assistance and adjustments
Susan Zaid, Registrar
Acknowledgements

We are very grateful to those who provided special assistance to the meeting planners.

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Conflict Management
Yining Chen, U. of Pennsylvania
Golchehreh Abtahian, U. of Pennsylvania

Iberoamerican Academy of Management
Christine A. Henle, Colorado State U./U. of Colorado, Denver
International Management
Gwangsoo Lee, U. of Illinois.

Management Consulting
Marjorie Walsleben, Pepperdine U.

Mentoring Committee
Lisa A. Micich, Jackson State U.

Organization Development and Change
Liselotte Stroyberg, Benedictine U.

New Doctoral Student Consortium:
Nancy Haus, Case Western Reserve U.
Steve Gove, Arizona State U.
Melissa Cardon, Columbia U.

Practitioners Series
Maura Pniewski, Fairleigh Dickinson U.
Aygul Zaripova, Fairleigh Dickinson U.

Financial Support to the Program Chair
We gratefully acknowledge the financial contributions of the Andersen Consulting Fund at Boston College and the Society of the Sacred Heart.

Assistance at Boston College
Academic Vice President John Neuhauser

In the Carroll School of Management:
Dean Robert Taggart
Assistant Dean for Administration Barbara A. Viechnicki
Technology Manager Shelly Skeens
Technology Consultant Christine Welch

In the Organization Studies Department
Research Assistant John P. Meyer
Ph. D. Administrator Jean Passavant
Doctoral Students: Joy Beatty, Ron Dufresne, Mary Dunn, Erica Foldy, Wei He, Jennifer Leigh, Tammy MacLean, Naomi Olsen, Jenny Rudolph and Myeong-Gu Seo

"Above and Beyond the call of duty" assistance to the Program Chair
Stuart Albert, Deborah Ancona, Allen Bluedorn, Linda Ducharme, Jane Dutton, Maribeth Tobin

Assistance at the University of California, Irvine
In the Graduate School of Management
Dean David Blake
Assistant Dean for Finance and Administration Gregg Goldman

"Above and Beyond the call of duty" assistance to the Professional Development Workshop Chair
Linda Argote, Harry Briggs, Patricia Martinez, Amy Randel, Steve Sommer,

Finally, we thank all the myriad of conscientious reviewers
IMPORTANT DATES TO REMEMBER

JUNE 28, 2000  Deadline to reserve your hotel accommodations. After 6/28/00, you will no longer be given the special convention rates or may find accommodations are sold out due to Caribana.

JULY 19, 2000  Deadline to register in advance of the meeting at the early registration rates. After 7/19/00, you must register on-site and pay the higher on-site fees.

JULY 26, 2000  Deadline to submit a cancellation request to the Academy for a refund of your registration fees.

LOCATION OF MEETING SESSIONS AND SHUTTLE SERVICES

The meeting sessions predominantly take place at the Co-Headquarters Hotels, the Royal York Hotel and the Sheraton Centre Hotel. Additional meeting sessions take place at the Hilton Hotel. The Royal York and Sheraton are accessible via an underground pedestrian mall. Shuttle bus service will run every 10-15 minutes between the Sheraton Centre and the Royal York Hotel. Sunday service will be from noon until 6:00 p.m. Service Monday and Tuesday runs from 7:30 a.m. until 6:00 p.m. On Wednesday, it starts at 7:30 and ends at 1:00 p.m. Since the Hilton Hotel is just a one-minute walk from the Sheraton, guests at the Hilton will need to go to the Sheraton for the shuttle.

CARIBANA!

The Academy of Management Annual Meeting in 2000 will coincide with Caribana, North America's largest cultural festival. Caribana occurs between July 21 and August 7 of 2000. Please book your airline and hotel accommodations early since complications may arise due to the lack of sleeping rooms in anticipation of approximately 1 million people attending the festival. Housing reservations can be secured using the Official Housing Reservation Form and discounted airline reservations can be secured via Association Travel Concepts.

T-SHIRT SALES TO BENEFIT COVENANT HOUSE, TORONTO

Make sure you don’t leave Toronto without your very own Official Conference T-Shirt (and pick up extras for friends and family!) All profits made on the sales of the T-Shirts benefit Covenant House Toronto, Canada’s largest youth shelter. Please read more about the T-Shirts and Covenant House within this guide.

Please be sure to read all the following information regarding the 60th Annual Meeting of the Academy of Management in Toronto, Ontario, Canada.

This guide contains the following information:

- Registration Information, including fees for members and non-members, payment methods, cancellation policy and spouse attendance
- EARLY REGISTRATION FORM
- Housing information including a hotel map, rates and accommodations.
- OFFICIAL HOUSING REGISTRATION FORM
- STUDENT HOUSING FORM
- Airline and rental car discounts and information.
- Passport and visa requirements for entry into Canada.
- T-Shirt sales to help Covenant House in Toronto.
- On-Site Child Care Services
- Special Events and Tour Information and Form
REGISTRATION INFORMATION

Deadline: July 19, 2000

If you register before JULY 19, 2000 you pay a reduced registration fee. Payment must accompany your form. To register early, return the Early Registration Form by the deadline date to the address shown on the form. The early registration fees apply only when your registration is received in the Academy office by JULY 19, 2000. Registrations received after that date will not be accepted and you must register on-site and pay the higher fee.

Member Registration Fees

<table>
<thead>
<tr>
<th></th>
<th>Early Fee</th>
<th>On-Site Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Member: Academic &amp; Executive</td>
<td>US$ 150.00</td>
<td>US$ 210.00</td>
</tr>
<tr>
<td>Member: Student &amp; Emeritus</td>
<td>US$ 55.00</td>
<td>US$ 77.00</td>
</tr>
</tbody>
</table>

The Student registration fee does not include a ticket to the Tuesday Presidential Luncheon. Tickets to the Tuesday Presidential Luncheon can be purchased on the enclosed form or on-site.

Non-Member Registration Fees

<table>
<thead>
<tr>
<th></th>
<th>Early Fee</th>
<th>On-Site Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Member: Academic &amp; Executive</td>
<td>US$ 265.00</td>
<td>US$ 325.00</td>
</tr>
<tr>
<td>Non-Member: Student</td>
<td>US$ 113.00</td>
<td>US$ 135.00</td>
</tr>
</tbody>
</table>

The Non-Member Registration fee includes a one-year membership and two complimentary divisions/interest groups. PLEASE select your two groups from the list below and include them in the appropriate section of the Early Registration Form. The Student registration fee does not include a ticket to the Tuesday Presidential Luncheon. Tickets to the Tuesday Presidential Luncheon can be purchased on the enclosed form or on-site.

DIVISIONS

<table>
<thead>
<tr>
<th>Division</th>
<th>Operations Management (OM)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Policy &amp; Strategy (BPS)</td>
<td>Organization &amp; Management Theory (OMT)</td>
</tr>
<tr>
<td>Careers (CAR)</td>
<td>Organization, Development &amp; Change (ODC)</td>
</tr>
<tr>
<td>Conflict Management (CM)</td>
<td>Organizational Behavior (OB)</td>
</tr>
<tr>
<td>Entrepreneurship (ENT)</td>
<td>Organizational Communication &amp; Information Systems (OCIS)</td>
</tr>
<tr>
<td>Gender &amp; Diversity in Organizations (GDO)</td>
<td>Public &amp; Nonprofit (PN)</td>
</tr>
<tr>
<td>Health Care Management (HCM)</td>
<td>Research Methods (RM)</td>
</tr>
<tr>
<td>Human Resources (HR)</td>
<td>Social Issues in Management (SIM)</td>
</tr>
<tr>
<td>International Management (IM)</td>
<td>Technology &amp; Innovation Management (TIM)</td>
</tr>
<tr>
<td>Management Education &amp; Development (MED)</td>
<td>INTEREST GROUPS</td>
</tr>
<tr>
<td>Management History (MH)</td>
<td>Management, Spirituality and Religion (MSR)</td>
</tr>
<tr>
<td>Management Consulting (MC)</td>
<td>Organizations &amp; The Natural Environment (ONE)</td>
</tr>
<tr>
<td>Managerial &amp; Organizational Cognition (MOC)</td>
<td></td>
</tr>
</tbody>
</table>

Payment Methods and Information

The Academy of Management accepts payments in the forms of checks in U.S. funds drawn on U.S. banks and the following credit cards: VISA, MasterCard and American Express. We DO NOT accept purchase orders of any kind nor do we accept forms that do not include payment.

Cancellations

In order to receive a refund of your registration fees, you must request it in writing and postmark or fax it to the Academy by JULY 26, 2000. No refunds will be issued after JULY 26, 2000. Contact the Housing Bureau and the Tour Operator directly for information on canceling your hotel reservations and tours.

Spouse Attendance

Spouses who are not Academy Members are allowed access to Exhibits floor and provided a complimentary name badge. Please provide the name of your spouse in the space provided on the Early Registration Form.

Restricted Access

Access to the meeting is restricted to meeting registrants. Registrants must wear their name badge at all times.

The Meeting Program

Please bring your Program with you to the meeting — it is the only copy you will receive. Non-Members who register early are mailed a copy of the Program within 2-3 weeks. However we must suspend the mailing of Programs to Non-Members after July 10, 2000 due to possible non-receipt. A limited number of Programs are available on-site at the Registration Desks for late registering Non-Members and people who register on-site.

The Presidential Luncheon: Tuesday, August 8, 2000

Seating for the Presidential Luncheon will be somewhat limited this year. You MUST exchange the luncheon coupon for a ticket as soon as you register. We will seat those with a ticket on a first-come basis. If you arrive late for the luncheon, you may not be able to be seated, even if you have a ticket. Members who fail to exchange for a ticket will probably not be accommodated this year.
INSTRUCTIONS
1. Fill out the NAME information.
2. Fill out the NAME Badge as you wish it to appear on your badge. Enter spouse name if applicable.
3. REGISTER! If you are NOT A MEMBER of the Academy you must register as a Non-Member. Your fee includes a 1-year membership and 2 complimentary divisions. Calculate TOTAL AMOUNT DUE
4. Send the form and your payment via MAIL to Academy of Management, PO Box 3020, Briarcliff Manor, NY 10510 or fax to (914) 923-2615.
5. Payment must accompany form. We do not accept purchase orders or forms without payment.
6. Do not fax/send duplicate forms. Sending duplicate forms can result in duplicate charges.

Name (First/Last):
Address:
City: State/Province: Zip/Postal Code:
Country: Phone: Fax:
Email:

NAME BADGE INFORMATION
NAME BADGE: AFFILIATION:
SPOUSE NAME FOR COURTESY BADGE:

MEMBER REGISTRATION FEES
Academic/Executive Member (includes one ticket for Tuesday August 8 Presidential Lunch) $150.00 US
Student Member (does not include ticket for Tuesday August 8 Presidential Lunch) $55.00 US
Emeritus Member (includes one ticket for Tuesday August 8 Presidential Lunch) $55.00 US

NON-MEMBER REGISTRATION FEES
Non-Member: Academic/Executive (includes 1 ticket for Tuesday Aug. 8 Presidential Lunch) $265.00 US
Non-Member: Student (does not include ticket for Tuesday August 8 Presidential Lunch) $113.00 US

NOTE TO NON-MEMBERS: Please select two complimentary divisions/interest groups as part of your membership. Refer to prior page for division listings:
SELECTION ONE: SELECTION TWO:

ADDITIONAL SPECIAL EVENTS TICKETS AND ITEMS
Luncheon Ticket for Student/Guest for Tuesday Aug. 8 Presidential Lunch Quantity( ) x $30.00 US ea.
Ash Grey Logo T-Shirt (available in M, L, XL and XXL) Quantity( ) x $12.00 US ea.

TOTAL AMOUNT DUE (Payment must accompany form)
Enclosed is my CHECK made payable (in U.S. funds and drawn on a U.S. bank only) to:

ACADEMY OF MANAGEMENT
Make sure your check is written for the correct amount and signed.

FOR OFFICE USE ONLY:
DATE: AMOUNT PAID: CHECK NO./CC:

PAYMENTS BY CHECK
We accept VISA, MASTERCARD and AMERICAN EXPRESS only!
Circle One: MASTERCARD VISA AMERICAN EXPRESS

PAYMENTS BY CREDIT CARD
Expiration Date:
Card Number:
Cardholder Name:
Cardholder Signature:
HOUSING ACCOMMODATIONS

Deadline: June 28, 2000

Please use the following OFFICIAL HOUSING FORM to secure your housing reservations.* Tourism Toronto, the Toronto Convention and Visitors Bureau, is the official agent for housing reservations. Housing Forms must be sent to the AOM Housing Bureau at the following address: AOM Housing Bureau, 207 Queens Quay West, P.O. Box 126, Suite 590, Toronto, ON, CANADA M5J 1A7, or faxed to (416) 203-6735.

*Note to Students: Do not use the Official Housing Form if you are securing reservations at Ryerson Polytechnic University. Please use the special Student Housing Form or contact Ryerson directly for reservations.

The rates quoted below are in Canadian (CDN) dollars and reflect a per room night rate. Approximations into US dollars were calculated on an exchange rate of 1.43% which is subject to change.

1. HILTON TORONTO 145 Richmond Street West

<table>
<thead>
<tr>
<th></th>
<th>CDN Rate</th>
<th>US$ Approximation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single/Double/Twin (Note: Adult Quad not available)</td>
<td>$160.00</td>
<td>$115.00</td>
</tr>
</tbody>
</table>

2. ROYAL YORK HOTEL 100 Front Street West (Co-Headquarters Hotel)

<table>
<thead>
<tr>
<th></th>
<th>CDN Rate</th>
<th>US$ Approximation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single/Double/Twin</td>
<td>$171.00</td>
<td>$120.00</td>
</tr>
<tr>
<td>Triple (Note: Adult Quad not available)</td>
<td>$191.00</td>
<td>$134.00</td>
</tr>
<tr>
<td>Small One Bedroom Suite</td>
<td>$499.00</td>
<td>$349.00</td>
</tr>
<tr>
<td>Medium One Bedroom Suite</td>
<td>$599.00</td>
<td>$419.00</td>
</tr>
<tr>
<td>Large One Bedroom Suite</td>
<td>$759.00</td>
<td>$531.00</td>
</tr>
</tbody>
</table>

3. SHERATON CENTRE HOTEL 123 Queen Street West (Co-Headquarters Hotel)

<table>
<thead>
<tr>
<th></th>
<th>CDN Rate</th>
<th>US$ Approximation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Single/Double/Twin</td>
<td>$162.00</td>
<td>$113.00</td>
</tr>
<tr>
<td>Triple</td>
<td>$177.00</td>
<td>$124.00</td>
</tr>
<tr>
<td>Quad</td>
<td>$192.00</td>
<td>$134.00</td>
</tr>
<tr>
<td>Small One Bedroom Suite</td>
<td>$550.00</td>
<td>$386.00</td>
</tr>
<tr>
<td>Large One Bedroom Suite</td>
<td>$775.00</td>
<td>$542.00</td>
</tr>
<tr>
<td>Large Two Bedroom Suite</td>
<td>$937.00</td>
<td>$655.00</td>
</tr>
</tbody>
</table>

4. STUDENT HOUSING: RYERSON POLYTECHNIC UNIVERSITY/PITMAN HALL RESIDENCE 160 Mutual St.

We are pleased to offer Student Members of the Academy of Management accommodations at Ryerson Polytechnic University in the Pitman Hall Residence facility. The facility features single rooms, an in-house dining facility, a courtyard, on-site parking and lounge space. Located only 4 blocks from the Sheraton (about a 10-15 minute walk), the residence facility is an economical option for students.

<table>
<thead>
<tr>
<th></th>
<th>CDN Rate</th>
<th>US$ Approximation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time Student Rate</td>
<td>$31.75</td>
<td>$22.00</td>
</tr>
<tr>
<td>Adult Rate</td>
<td>$46.00</td>
<td>$32.00</td>
</tr>
</tbody>
</table>

To secure your student room reservations, fill out the Student Housing form on this guide and fax it to (416) 979-5212 or e-mail your reservations to ReservRy@acs.ryerson.ca
OFFICIAL HOUSING RESERVATION FORM

August 4-9, 2000 Toronto, Ontario, CANADA
DEADLINE - All forms must be received by the AOM Housing Bureau by June 28, 2000.
DEPOSIT - To guarantee a reservation, a deposit of $165 CDN (approx. $116 US) must accompany each request. Acceptable payments include personal check, bank draft and certified check. Credit card information is also acceptable. Please note: a credit card number will act only as a guarantee for late arrival. Checks must be made payable to AOM Housing Bureau.

ACKNOWLEDGMENT - An acknowledgement will be sent from the AOM Housing Bureau. Please allow 2 weeks for receipt of Housing Bureau acknowledgement. If you would like your acknowledgement faxed to you, please include your fax number on the housing form below. Please keep a copy of your original form for your records.

DUPLICATE FORMS - Send only 1 form if sharing with a colleague. Multiple forms cause duplication and possible double billing.

CANCELLATION/CHANGES - Prior to June 28, 2000, all changes, cancellations, etc. must be made in writing to the AOM Housing Bureau. After this date, changes must be made directly with the hotel. You must cancel within 48 hours of expected arrival date.

HOTEL INFORMATION - All hotel rates and listings are provided on the prior page. Please select your hotel from the list. Hotel reservations are made on a first come, first served basis.

NOTE TO STUDENTS RESERVING ROOMS AT RYERSON: Do NOT use this housing form to reserve your student rate room at Ryerson Polytechnic. Please contact Ryerson directly.

MAIL OR FAX COMPLETED FORMS TO:
AOM HOUSING BUREAU
207 QUEENS QUAY WEST, P.O. BOX 126, SUITE 590
TORONTO, ONTARIO CANADA M5J 1A7
FAX: (416) 203-6735

Name: 
Company Name: 
Address: 
City: 
State/Province: Zip/Postal Code: 
Phone: 
Fax: 
Do you wish your acknowledgement faxed to you? (Circle One) YES NO
Arrival Date: 
Arrival Time: 
Departure Date: 
Departure Time: 
Total Number of people occupying room: 
Roommate 1: 
Roommate 2: 
Roommate 3: 
Roommate 4: 

Please indicate your hotel choices below. 
(Single=1 person,1 bed; Double=2 people,1 bed; Twin=2 people,2 beds; Triple=3 people, 2 beds; Quad=4 people,2 beds)

1. [] Single [] Double [] Twin [] Triple [] Quad [] Suite 1 or 2 BDR S, M or L [] Other

2. [] Single [] Double [] Twin [] Triple [] Quad [] Suite 1 or 2 BDR S, M or L [] Other

3. [] Single [] Double [] Twin [] Triple [] Quad [] Suite 1 or 2 BDR S, M or L [] Other

[] Please check here is you require a NON-SMOKING room.
[] Please check here if you require special accommodations or accessibility. My requirements are:

PAYMENT INFORMATION
[] I am enclosing a deposit check made payable to AOM HOUSING BUREAU in the amount of $ 

[] I am enclosing credit card information.
Type of Credit Card [] VISA [] MASTERCARD [] AMERICAN EXPRESS
Full name as it appears on card:
Credit Card Number:
Expiration Date:
Signature:

MAIL or FAX to: AOM HOUSING BUREAU 207 Queens Quay West, PO Box 126, Suite 590 Toronto ON Canada M5J 1A7 Fax: (416) 203-6735
STUDENT HOUSING RESERVATION FORM
August 4-9, 2000 Toronto, Ontario, CANADA

PITMAN HALL RESIDENCE: On-campus accommodations will be provided in Ryerson’s dormitory-style residence with shared bathroom and kitchen facilities. Pitman Hall, a modern, air-conditioned building located in the heart of downtown Toronto. All rooms provide a captain-style single bed and are comfortably furnished with in-room telephone, and individual climate control.

PITMAN HALL ACCOMMODATION
Phone: (416) 979-5296 Fax: (416) 979-5212 E-Mail: ReservRy@acs.ryerson.ca
Address: Conference Services, 160 Mutual Street, Toronto, ON M5B 2M2

Please print or type.

NAME:______________________________________________________
  (LAST NAME)  (FIRST NAME)

ADDRESS:___________________________________________________
  (NUMBER)  (STREET NAME)  (APT. #)
  (CITY)  (PROVINCE/STATE)  (POSTAL/ZIP CODE)

E-MAIL ADDRESS:_____________________________________________

PHONE: (_________ )____________________ FAX: (___________ )____________________

DATE OF ARRIVAL_________________________ CHECK-IN: AFTER 4:00 P.M.
DATE OF DEPARTURE_________________________ CHECK-OUT: by 11:00 A.M.

DAILY CONFERENCE RATE:
ADULTS: $46.00 x ___ (# of Days) x 12% taxes = ______
FULL TIME STUDENT: $31.75 x ___ (# of Days) x 12% taxes ______

NOTE: All prices are subject to 5% PST and 7% GST

PARKING REQUIRED: Yes__________ No_________
(Space permitting, passes may be purchased upon arrival at the Residence Front Desk. The 2000 prices are $10.50 a day, $28.75 for 3 days or $57.50 per week. A 24-hour in/out access card will be issued upon check in and must be returned at check out. A $20 parking deposit is required. Failure of an individual to return the parking access card will result in a loss of the parking deposit.)

MC________ VISA_________ CC#________________________________ EXP._________

SIGNATURE:__________________________________________________________________________

Confirmation will be sent by mail for fax/mail reservation, time permitting.

Pitman Hall accepts cash, VISA, MASTER CARD and travellers checks. No personal checks accepted. All reservations must be confirmed with a credit card. Your credit card will not be charged until you arrive. You must provide at least 24 hours cancellation notice to avoid being charged for the room.
ASSOCIATION TRAVEL CONCEPTS (ATC) is the official travel agency for the 2000 Annual Meeting of the Academy of Management. ATC has negotiated special discounts with American Airlines, Air Canada and Avis Rent-a-Car to provide AOM registrants with airfares lower than those available to the public. Please contact ATC to access these rates. If, however, you do choose to contact the carrier directly, please use the Group number listed below.

To take advantage of these special offers available from ATC call, email or fax:

1-800-458-9383
Email: atc@assntravel.com
www.assntravel.com
Fax: (619) 581-3988

Discounts apply for travel 8/4/00 - 8/9/00. ATC is available for reservations from 9:00 AM - 9:00 PM Eastern Standard Time, Monday - Friday.

BY AIR

AIR CANADA and AMERICAN AIRLINES have been named the official airline carriers for the 2000 Annual Meeting of the Academy of Management. Book your airline reservations through ATC. By using ATC, you will receive 10-15% off fares if purchased more than 60 days prior to the meeting. For tickets purchased less than 60 days prior, the discounts will be 5-10% off the lowest available fares. Some restrictions may apply. ATC will also search for the lowest airfare on any airline serving Toronto. Contact ATC at 1-800-458-9383 to book now. If you choose to call Air Canada and American Airlines directly, the contact information is as follows:

Air Canada (800) 268-0024 Group #CV375868
American Airlines (800) 433-1790 Group #AN4080 UI

If you choose to use your university or own travel agency please refer to the Group Code Number listed above when booking on the official carrier to receive discounts.

BY CAR

AVIS RENT A CAR has been named the official car rental agency for ground transportation to the 2000 Annual Meeting. AVIS is offering special meeting rates to Academy members. To reserve your rental car, please call ATC at 1-800-458-9383 or call AVIS direct at (800) 331-1600. If you contact AVIS directly please refer to Group #J949039.

The following rates are guaranteed in Canadian dollars. Return to the same renting location or additional surcharges may apply. All rates include unlimited free kilometers. Weekend daily rates are available from noon Thursday - Monday at 11:59 p.m. The rates are available one week before to one week after the dates of the meeting. The rates listed do not include taxes or any other service fees.

<table>
<thead>
<tr>
<th>Car Group</th>
<th>Daily  (CDN$)</th>
<th>Weekly (CDN$)</th>
<th>Weekend (CDN$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub Compact</td>
<td>A</td>
<td>$41.99</td>
<td>$235.99</td>
</tr>
<tr>
<td>Compact</td>
<td>B</td>
<td>$41.99</td>
<td>$235.99</td>
</tr>
<tr>
<td>Mid-Size</td>
<td>C</td>
<td>$44.99</td>
<td>$248.99</td>
</tr>
<tr>
<td>2-Door Full Size</td>
<td>D</td>
<td>$48.99</td>
<td>$257.99</td>
</tr>
<tr>
<td>4-Door Full Size</td>
<td>E</td>
<td>$48.99</td>
<td>$257.99</td>
</tr>
<tr>
<td>Luxury</td>
<td>H</td>
<td>$59.99</td>
<td>$325.99</td>
</tr>
<tr>
<td>Sport Utility</td>
<td>W</td>
<td>$56.99</td>
<td>$307.99</td>
</tr>
<tr>
<td>Mini Van</td>
<td>V</td>
<td>$56.99</td>
<td>$307.99</td>
</tr>
</tbody>
</table>

GROUND TRANSPORTATION FROM THE AIRPORT

The Lester B. Pearson International Airport is the main point of arrival and departure for international travel. Pearson is located in the northwest corner of Toronto. Allow approximately 40 minutes to travel downtown. Transportation options from the airport include motor-coach airport shuttle service, taxis and limousines.

SHUTTLE DISCOUNT COUPON!

For your convenience, Pacific Western has provided a Cdn$1 discount coupon for ground transportation from the Lester B. Pearson International Airport to the conference hotels using the Airport Express Shuttle. You can catch the shuttle right at the airport terminals. Look for the discount coupon in the advertisement pages!

PUBLIC TRANSPORTATION

Be good to the environment! Toronto has an excellent subway and mass transit system (the TTC). Union Station is located below the Royal York Hotel, and Osgoode Station is a short walk of the Sheraton Centre and Hilton. More information can be found by visiting the TTC at http://www.city.toronto.on.ca/ttc/schedules/index.htm or by calling 393-4636.
PASSPORTS AND VISAS

Requirements for travel to Canada and re-entry into the U.S.:

U.S. CITIZENS OR PERMANENT RESIDENTS
Passport or these 3 pieces of identification: 1) a photo ID 2) a birth certificate 3) a baptismal certificate or voter registration card. Proof of residence may also be required.

NATURALIZED U.S. CITIZENS
Naturalization certificate or other evidence of citizenship.

NON-U.S. CITIZENS
Non-U.S. citizens are strongly advised to determine their individual requirements for travel documents and visas by consulting the Canadian Embassy, High Commission or Consulate in their home country before departing from the U.S. or from their home country. A valid passport is required and some persons may require a visa.

RESIDENTS WITH TEMPORARY RESIDENCE CARDS
Valid passport; some persons may require a visa.

RESIDENTS WITH EMPLOYMENT AUTHORIZATION
Valid passport; some persons may require a visa.

PERMANENT RESIDENTS WHO ARE NOT U.S. CITIZENS
Resident Alien card (U.S. Form I-151 or I-511).

PERSONS OTHER THAN U.S. CITIZENS OR LEGAL, PERMANENT RESIDENTS OF THE U.S.
Valid passport; some persons may require a visa.

F1 AND J1 STUDENTS/SCHOLARS
Passport and Canadian visitors visa if from a visa requiring country. Students should note that their status in the U.S. does not confer any status in Canada or give them the right to re-enter the U.S. To qualify for re-entry into the U.S. you must 1) be in Canada less than 30 days 2) have been in lawful status while in U.S. 3) have F1 or J1 student/scholar status 4) have an unexpired passport 5) have an unexpired I-94 card with you 6) have a current I-20 AB form (for F1 students/scholars) or IAP-66 form (for J1 students/scholars) in your possession (make sure that all the information on the front of the form is correct and that the form is signed for travel by the designated university official. The signature must be less than one year old.)

F1 AND J1 STUDENTS/SCHOLARS ON PRACTICAL/Academic TRAINING
In addition to the above listed documents you must have 1) proof of your authorized work permission, i.e. an EAD card for F1 students, and a work authorization letter issued by your university’s office for international students for J1 students 2) a letter of employment from your employer, if possible.

PERSONS UNDER 18 ACCOMPANIED BY PARENT
Travellers visiting Canada with children should carry identification for each child similar to that of adults.

PERSONS UNDER 18 NOT ACCOMPANIED BY PARENT
Letter from a parent or guardian giving permission to travel to Canada.
Once again we will have the official conference T-shirt, with the particularly striking Toronto 2000 logo. You'll love it! Your friends who didn't think to get the shirt will all be envious! The cost is just $12 USD for a high quality T-shirt that sports the logo designed for this year's conference.

This commemorative T-shirt is a great souvenir and a wonderful way to remember the fantastic time you will have had in Toronto. More importantly, all proceeds from the sale of T-shirts will benefit Covenant House Toronto, Canada’s largest youth shelter. Covenant House will also be the site of this year's service-learning project, to be held beginning at 9 AM on Friday, August 4th. To pre-register to participate, or for more information, contact Gordon Rands at 309-298-1342 or GP-Rands@wiu.edu.

Avoid the rush and hassles at on-site registration by ordering your t-shirt on the Early Registration Form, and then pick up your shirt when you check in at the conference. Then you'll have something comfortable and colorful to wear while you're in Toronto. Take the opportunity to get a great souvenir and champion the Academy's goal to support organizations that aid the less fortunate.

Our Charity: Covenant House Toronto

Over the past 17 years, Covenant House has offered help and hope to tens of thousands of homeless young people. These kids, most of whom are between 16 and 18, come not just from the Toronto area but from every part of Canada and even other countries seeking the things many of us take for granted, like a roof, a meal, medical care and an opportunity to improve ourselves. The problems that confront kids in the streets are increasingly more complex. They are often escaping from drugs, crime and violence, yet our society finds itself less and less willing to understand or do something about the issues these young people face.

Covenant House’s mission starts from a premise of absolute respect and unconditional love for these suffering children of the street. The youth are provided with much more than shelter. They are offered opportunities to change their lives through counseling, education and vocational assistance. Covenant House strives to substitute the rules of street life for structure and caring relationships, based on love, self-respect and confidence-building. The dedicated team of staff, volunteers and donors at Covenant House achieve outstanding results.

“We work miracles here,” a staff member observes. “They may be slow and gradual, but they are miracles nonetheless. We hear back from our kids often enough to know that this is true.”

CHILD CARE SERVICES
Childcare facilities will be available at the Sheraton Centre from 10:00 a.m. to 11:00 p.m. daily. Rates will be approximately $5.50US per hour per child.

CANADA GENERAL INFORMATION
CURRENCY
The monetary system in Canada is based on CDN dollars and cents. Most Canadian businesses accept U.S. currency and travelers checks. If you wish to exchange your currency for Canadian currency, to get the best rates, you should exchange your money at a financial institution.

GOODS AND SERVICES TAX REFUND
A 7% Goods and Services Tax is charged on most goods and services sold in Canada. Under the Visitor Rebate Program, visitors may receive a tax refund on accommodations and goods taken home.

INSURANCE
Visitors are not covered by Canadian health insurance plans. Visitors should check their health plans to determine if coverage extends to services rendered outside their country of residence.

CLIMATE
The weather — kept temperate by Lake Ontario — is among the warmest in Canada. During August, the temperature ranges from the mid-70’s to mid-90’s Fahrenheit (mid-20’s to mid-30’s Celsius), and the weather is generally sunny and humid.
Exciting Special Events in Toronto

BLUE JAYS GAME
Saturday, August 5, 2000

Experience the thrill of a Major League baseball game at the amazing SkyDome. Considered to be the world’s finest entertainment complex, it has the world’s first fully retractable domed roof and is an incredible piece of technology. This afternoon you will have the opportunity to see the Toronto Blue Jays in action. Your group will have the time of their lives as the Dome extends a warm welcome to its special guests. Enjoy baseball at its finest at SkyDome, and cheer on your favourite team to a win!

CARIBANA AEROBICS
Sunday, August 6, 2000

Join us for Sunday morning aerobics, August 6th. Start your day with an invigorating low-impact class set to Caribana (and other) music! Each participant will receive an official Academy “Toronto 2000” T-shirt. Weather permitting, we will exercise outdoors in the Sheraton’s rooftop garden.

ACQUAINT YOURSELF WITH TORONTO
Sunday, August 6, 2000

Toronto welcomes you with open arms and unmatched hospitality to Canada’s largest city made up of an incredible mix of people from all over the world. Sit back and enjoy the sights as the city’s fascinating past and vibrant present unfold.

During your city tour, enjoy a visit to Casa Loma. Canada’s famous medieval-style castle is situated in the heart of mid-town Toronto and is a monument to one man’s vision of grandeur. Enjoy the red carpet treatment as you wander through the ninety-eight fascinating rooms, marvelling in the castle’s history. This “house on the hill” is a must-see during your visit to Toronto.

A great introduction to a truly great city!
ARCHITECTURAL CITY WALKING TOUR

Monday, August 7, 2000

Toronto possesses a rich variety of architecture from Georgian manors to theatrical post-modern offices. They embroider our streets in an easy grace that gives Toronto a very special urban fabric.

Some of the sights to see include "Old Town", Toronto City Hall, St. Lawrence Hall, Roy Thomson Hall, the Royal Alexandra Theatre, and of course the CN Tower, and SkyDome. Your only limitation will be the strength of your walking legs!

Enjoy a guided two hour walking tour to view some of these great buildings.

HARBOUR TOUR AND CN TOWER

Monday, August 7, 2000

Step on board and relax on our sightseeing boat for a delightful one hour Harbour tour on Lake Ontario, one of the five Great Lakes. Lake Ontario is actually an inland sea, and today as your group motors across its waters your Captain will reveal many new and exciting things about the city, Toronto Harbour and the Islands.

Once you've seen Toronto by water, an aerial view of the city is a must! Our visit takes us to the clouds to explore the World's tallest free-standing structure - the CN Tower. There is a sixty second ride in the glass-faced elevators to the Observation Level, located at the 333 meter (1000+ foot) level. The potential 120 kilometer (75 mile) view offers sights of the city and a spectacular view across the lake.

LET THE CHARM OF THE NIAGARA REGION MESMERIZE YOU

Tuesday, August 8, 2000

No trip to Ontario would be complete without a visit to Niagara Falls and the surrounding region. Embark on this fully conducted tour to one of Canada's most unique areas - The Niagara Peninsula. With a blend of contemporary man-made achievement and nature's own beauty and wonder, the region is truly an Ontario jewel.

Since the early 1820's, millions of visitors have been attracted to Niagara Falls. The Falls are awe inspiring - even more so aboard the historical world famous Maid of the Mist. The tour will cruise right to the base of the American Falls where you will hear the thunder on the rocks and feel a cool mist on your face.
After a delightful lunch overlooking the Falls, your tour will proceed to Niagara-on-the-Lake, a charming town considered to be one of the prettiest in Ontario. Enjoy shopping at the quaint craft and speciality shops – your dollars go much farther in Canada!

**ONTARIO SCIENCE CENTRE**

*Tuesday, August 8, 2000*

Enjoy an exciting and informative afternoon at the Ontario Science Centre! The Ontario Science Centre was designed to make education interactive and fun too. With more than 500 exhibits, many of them requiring participation, you will see the advancement of technology through the ages and understand how the physical world works.

Dive into the deepest oceans, soar through limitless space, or stand in the centre of spectacular movie making special effects. These are just a few of the adventures that will excite and inspire you at the OMNIMAX Theatre, where even the fascinating Canadian-made projection system becomes an exhibit.

This is one place where you'll never see a sign saying, "Do Not Touch."
PLEASE TYPE OR PRINT. Name listed must be used for pick up of all group reservation tickets in Toronto.

Family Name: ___________________________ First Name: ___________________________

Additional Registrants: ___________________________________________________________

Address: _______________________________________________________________________

City: __________________________________ Province/State: ___________________________

Country: __________________________________ Postal/Zip Code: ______________________

Telephone: ___________________________ FAX: ______________________ E-Mail: ___________

EXCURSION OPTIONS

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<tr>
<th>DATE</th>
<th>TOUR</th>
<th>TIME</th>
<th># OF TICKETS</th>
<th>TICKET PRICE (Including GST)</th>
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<tr>
<td>Sat. Aug. 5, 2000</td>
<td>Blue Jays Game</td>
<td>4:00 pm Start</td>
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<td>Sun. Aug. 6, 2000</td>
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<td>7:00 am Start</td>
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<td>Sun. Aug. 6, 2000</td>
<td>City Tour / Casa Loma</td>
<td>1:00 pm - 4:00 pm</td>
<td></td>
<td>$37.00 CDN / $26.00 US</td>
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<td>Mon. Aug. 7, 2000</td>
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<td></td>
<td>$19.00 CDN / $14.00 US</td>
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<td>Mon. Aug. 7, 2000</td>
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<td>$56.00 CDN / $40.00 US</td>
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<tr>
<td>Tues. Aug. 8, 2000</td>
<td>Niagara Falls</td>
<td>9:00 am - 5:00 pm</td>
<td></td>
<td>$74.00 CDN / $52.00 US</td>
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<tr>
<td>Tues. Aug. 8, 2000</td>
<td>Ontario Science Centre</td>
<td>2:00 pm – 6:00 pm</td>
<td></td>
<td>$51.00 CDN / $36.00 US</td>
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TOTAL $ ________ CDN

Payment will be processed in CDN funds and then exchanged to your currency by your credit card company. The US price indicated has been converted at 40%.

RESERVATIONS

Full payment must be received by Friday, July 7, 2000. Written confirmation of tour registration will not be sent. Credit card statements serve as confirmation of receipt. Forms will not be accepted or processed without full and correct payment. All tours depart from the Richmond St. exit of the Sheraton Centre. Tour tickets will be distributed at the Academy of Management Tour Registration Desk at the Sheraton Centre in Toronto. All delegates require their tour ticket in order to provide proof of registration.

TOUR CANCELLATIONS/REFUNDS

The tour company (Toronto Tours Ltd.) reserves the right to cancel any tour that does not reach the minimum passenger count. In the event that a tour is cancelled, Toronto Tours Ltd. will attempt to notify all delegates of cancelled tours as soon as possible. Refunds for cancelled tours will be credited to you in as timely a manner as possible. Attendee cancellation requests received in writing before Friday, July 7, 2000 will be entitled to a refund minus a 15% administration fee. No requests for refunds will be accepted after Friday, July 7, 2000.

PAYMENT

Full payment must be received by Friday, July 7, 2000. Payment will be accepted by VISA, MASTERCARD, or AMERICAN EXPRESS (processed in Canadian Dollars). Please note: Diners Club is not accepted. Please forward Registration Form with Payment information to:

TORONTO TOURS LTD., Attention: Program Coordinator, Associations
60 Harbour Street, 5th Floor, Toronto, Ontario
CANADA    M5J 1B7
Fax: 1.416.869.0284 / E-mail: ttours@torontotours.com

Forms will not be accepted or processed without full and correct payment.

Payment: AMERICAN EXPRESS VISA MASTERCARD

CREDIT CARD #: ___________________________ EXPIRY DATE: _______________________

I AUTHORIZE TORONTO TOURS LTD. TO CHARGE MY CREDIT CARD AS INDICATED FOR THESE TICKETS:

NAME ON CARD ___________________________ SIGNATURE ___________________________

PLEASE SPECIFY ANY SPECIAL ARRANGEMENTS YOU REQUIRE: ___________________________________________________________
Placement Services

Placement Services are available only to persons who register and attend the annual meeting. An orientation on using the Academy’s Placement Services will be held on Saturday, August 5, from 6:00-7:00 p.m. in the York Room of the Sheraton Centre, and again on Sunday, August 6, from 4:00-5:00 p.m. in the same room.

Pre-registration for Placement Services may be done online at http://www.aom.pace.edu/placement from Saturday, July 1, until Saturday, July 29. Persons unable to preregister should bring completed applicant or employer forms (available in hard copy online) 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 the Sheraton Hall Exhibits Area or $125 for tables in smaller meeting rooms (considered “premium” rooms). Placement Services will be located at the Sheraton Centre Toronto Hotel.

For additional information on Placement Services, please contact Geralyn McClure Franklin, Director of Academy Placement Services, at (915) 552-2170 or franklin_g@utpb.edu.

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 Placement Services 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.
You Are Invited to...

SUNDAY

New Member Orientation
All -and we mean all- new members are invited to a special orientation session to be held Sunday, August 6, from 1-2 PM in the Sheraton Centre Conference Room B. The New Member Orientation provides insight into Academy of Management governance, highlights of the annual meeting, ways of getting involved in the Academy, membership benefits, and networking. Refreshments will be served.

Distinguished Executive Speaker & Academy Business Meeting
All members are invited to presentation by the Academy’s Distinguished Executive Speaker, Sunday at 5:30 PM in the Royal York’s Ontario room. The name of the Distinguished Executive will be announced on the Meeting Website. President David Whetten will summarize this year’s Academy activities and introduce our Distinguished Speaker.

The Village Square/Images of a New Time
The Village Square will open officially on Sunday at 7:00 PM in the Ballroom of the Royal York. Come mingle with colleagues while enjoying the art and poetry of fellow AOM members and sipping a drink! New art and poetry will also be introduced on Monday at 4:10 PM and Tuesday at 3:40 PM, accompanied by the appropriate fanfare and refreshments.

All-Academy Reception & Party
The Academy Reception & Party will follow the opening of the Village Square, at 7:15 PM on Sunday in the Concert Hall of the Royal York. The reception is hosted by the Toronto 2000 Organizing Committee and the Party, beginning at 9 PM will feature Canada’s own Hip Kings, a popular allsorts-of-music band guaranteed to keep you off your seat with jazz, blues, swing, Latin beats, you name it!

MONDAY

Monday Night Reception for New and Non-US Members
Already a tradition for the Academy, the Membership Committee in coordination with the International Theme Committee welcomes all AOM members, but especially the new and non-US ones, to this reception to be held Monday at 8:00 PM in the Sheraton Centre’s Dominion Ballroom South.

Caucuses
These informal sessions (#s305-321) offer an opportunity to meet others with similar interests. Seventeen topics have been organized by Caucus Coordinator James Flynn. The caucuses will take place in the Canadian Room of the Royal York on Monday evening from 6:30 - 8:30 PM.

TUESDAY

Presidential Luncheon
President David Whetten will address the Academy in this session. Winners of the Distinguished Service, Scholar and Educator Awards, the Terry Book Award and the various Best Paper Awards will be announced by President-Elect Andrew Van de Ven. The luncheon is scheduled between 12:00 PM and 2:00 PM on Tuesday. Tickets are necessary for admission. Please arrive on time to ensure a seat.
FROM SUNDAY ON

Membership Committee
To assure that members have ample opportunity to participate in AOM activities, the Membership Committee will have a desk in the Registration area in the Sheraton Centre starting Sunday. Members are encouraged to stop by, update their member information, discuss their interests and sign up for committees that interest them.

International Theme Committee
The International Theme Committee (formerly the International Programs Committee), in conjunction with the Membership Committee, will host a Global Networking Area from Sunday to Tuesday in the Sheraton Hall of the Sheraton Centre. The International Theme and Membership Committees encourage members to stop by, enjoy refreshments and discuss international teaching, research, funding and other issues of interest in the international arena.

Business Meetings & Social Hours
All divisions hold formal Business Meetings and informal Social Hours during the regular program. Members and potentially interested newcomers are welcome to attend. See the program for time and place details.
Welcome to Toronto and the 2000 Academy of Management Meeting. Each year several universities act as sponsors for our annual meeting by providing financial support at one of three levels: Gold - $5,000, Silver - $3,000, and Host - $1,500. In addition, we recognize the Academy's Program Chair's school as a Gold Level Sponsor, due to that individual's and their university's significant support of the Academy meeting. Historically sponsors were only in the immediate geographic area of the meeting site. Over the last few years we have expanded our sponsors to include schools around the world.

This year we have seventeen sponsors whose institutions have combined to contribute $49,500. A number of schools have sponsored several consecutive Academy Annual Meetings. The Academy is very grateful to the sponsors for the 2000 meeting. Please thank faculty and other representatives of these schools during our meeting. I am grateful to our sponsors for their support of the Academy of Management and our Annual Meeting.

Karen S. Whelan-Berry, Samford University School of Business
Director of Academy Sponsorship

**Gold Sponsors**

**Brigham Young University**

The **Marriott School of Management**, named for benefactors J. Willard and Alice S. Marriott, is committed to providing a solid business education that combines secular and spiritual learning. As an integral part of Brigham Young University, the mission of the Marriott School reflects the values of the Church of Jesus Christ of Latter-day Saints. This mission is to attract and develop men and women of faith, character, and professional ability who will become outstanding managers and leaders throughout the world. Ned C. Hill, Dean of the Marriott School of Management, said:

At the Marriott School, we have long believed that great input leads to great output. That's why one of our major focuses has been attracting outstanding students from across the nation and around the world. Over the past decade, we have seen marked improvements in the qualifications of our entering students.

Input alone doesn't produce great managers. We have adopted a unique approach to business education that is not only rooted in strong management and disciplinary training, but is also supported by an emphasis on value- and principle-based leadership.

The combination of this input and our faculty's expertise produces men and women prepared to become outstanding contributors and leaders in organizations throughout the world.

The Marriott School values the perspective that minority and international students bring to the classroom. Twenty percent of the students come from outside the U.S., more than 57 percent of the faculty and 80 percent of the students are bilingual, and some 30 percent speak a third language.
Gold Sponsors (cont.)

Boston College

Boston College is a coeducational university with an enrollment of 8,900 undergraduate and 4,800 graduate students representing every state and more than 85 countries. Founded in 1863, it is one of the oldest Jesuit, Catholic universities in the United States. US News & World Report ranks Boston College 39th among national universities, and 45th on its list of the Best Values in Higher Education.

Boston College's Wallace E. Carroll School of Management provides undergraduate and graduate management education attuned to the needs of today's business world. The school enrolls 2,300 undergraduates and 700 part-time and 240 full-time graduate students in its MBA, MSF and Ph.D. programs. The undergraduate program, offering a Bachelor of Science in Management, focuses on developing broadly based leaders and managers who bring an ethical perspective to business decision making. On the graduate level, the school offers four degree programs:

- Master of Business Administration (MBA), emphasizing hands-on learning and a global outlook
- Master of Science in Finance (MSF), a rigorous ten-course curriculum providing advanced financial skills
- Ph.D. in Management with a Concentration in Finance
- Ph.D. in Management with a Concentration in Organization Studies

A graduate-level professional development program, Leadership for Change, offers graduate credit to individuals interested in helping their organizations manage change while integrating social and financial goals.

McMaster University

The Michael G. DeGroote School of Business, McMaster University, Hamilton, Ontario, is a proud sponsor of the Academy of Management.

Program Offerings:

Ph.D.: Our Ph.D. program in Business Administration offers fields of specialization in Human Resources (HR) and Management Sciences/Systems (MS/S).
- The HR field is concerned with the study of all aspects of the employment relationship. Students are exposed to historical and contemporary theories, conceptual frameworks, and empirical research in human resources applications. This exposure provides a foundation for research in areas such as compensation systems, staffing, work team effectiveness and work attitudes.
- MS/S focuses on the development and application of quantitative modeling and systems approaches to solving management problems. Areas of application for these techniques include management information systems, operations management, logistics, marketing, finance, accounting, and e-commerce.

MBA: Canada’s largest MBA Co-op program, where work terms are interspersed with course work. Our MBA program offers streams in all the major functional areas of business plus:
- Electronic Commerce, the School's newest innovation. This is a special, full-time, two year program with a summer internship;
- Finance, featuring the first Educational Trading Centre in Canada outside of Quebec;
- Health Services Management (HSM), the only program of its kind in Canada;
- Management of Innovation and New Technology

Visit our web site: http://www.business.mcmaster.ca/
Queen’s University

"Queen’s University and the University of Toronto are frequently compared to Harvard and Yale...” US News: October 26, 1998

Queen’s School of Business is a faculty of Queen’s University, Canada’s oldest degree-granting institution. Queen’s School of Business is Canada’s national business school, attracting students from across Canada and around the world. In 1919, Queen's became the first university in the country to offer business degrees.

The School has an outstanding reputation for its academic programs, which include the flagship BCom program, full-time and Executive MBA programs, an MSc in Management, and a unique double-major PhD program. Queen’s School of Business is also Canada’s acknowledged leader in executive education, with more than half the market for senior managers and a client list of over 1,200 organizations.

Some recent achievements by Queen’s School of Business include:
• #1 ranked MBA program in Canada by Canadian Business magazine for the last three years.
• Ranked by Financial Times (UK) among the Top 30 executive development centres in the world – and #1 in Canada
• BCom students at Queen’s enjoy a 100% success rate in finding career-quality jobs
• All programs recently received unconditional accreditation by the AACS (The International Association for Management Education)

Texas A&M University

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, organizational behavior (micro and macro), human resource management, international 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 Center for Human Resource Management and the Center for New Ventures and Entrepreneurship are both key units within the Department. The faculty in Management include Michael Abelson, Leonard Bierman, Maura Belliveau, Wendy Boswell, Victoria Buenger, Albert Cannella, Adrienne Colella, Tina Dacin, Angelo DeNisi, Lorraine Eden, Charles Goodman, Ricky Griffin, David Hannah, Don Hellriegel, Michael Hitt, Gareth Jones, Ramona Paetzold, Tim Peterson, Michael Pustay, Peter Rodriguez, Daniel Simon, Klaus Uhlenbruck, Michael Wesson, Richard Woodman, Asghar Zardkoohi, and Jing Zhou.

University of Toronto

The Joseph L. Rotman School of Management at the University of Toronto provides professionally-relevant management education programs for students and executives, and leading-edge research in all disciplines and fields of management. Consistently ranked among the top business schools in the world, the School offers graduate and undergraduate degree programs, including the prestigious Toronto MBA and Executive MBA Programs, a first-rate Doctoral Program, the distinctive Master of Management & Professional Accounting, and the MBA/LLB Program, offered jointly by the Rotman School and the Faculty of Law. The School also offers an innovative series of Executive Education Programs tailored to the current needs of businesses and individual managers.
Gold Sponsors (cont.) University of Toronto (continued)
Under the leadership of Dean Roger Martin, the Rotman School is on a bold mission to become one of the world's top ten business schools. The School is staking out uncharted new territory in business education by focusing on integrative thinking for global competitive advantage in an environment that views each individual as a uniquely valuable asset.

Entering MBA GMAT scores for Rotman students have increased from 617 in 1994 to 672 in 1999, placing them in the 93rd percentile of GMAT writers worldwide. Rotman students are taught by some of the most distinguished faculty members in the country. Five of seven fellows of the prestigious Royal Society of Canada who are currently teaching at Canadian business schools are professors at the Rotman School. Top global firms actively recruit Rotman graduates, who are supported in their job search by a professional career development centre. Upon graduation, graduates join a vibrant worldwide alumni community of more than 16,000 management professionals in 80 countries.

York University
The Schulich School of Business at York University (established in 1966 as the Faculty of Administrative Studies) is one of the leading business schools in Canada. The School offers a full range of degree and non-degree programs, including two undergraduate degrees (the BBA and the International BBA), three Masters level degrees (MBA, International MBA and MPA), and the Ph.D. Schulich programs emphasize relevance to real-world contexts, an applied focus, globalization, and critical managerial skills such as group, negotiation, and presentation skills. MBA students can choose among a wide range of concentrations from the traditional business disciplines to focused programs such as real property management, financial engineering, business and sustainability, and arts and media management. The Schulich School provides students the many benefits of being located in Toronto, one of the world’s most cosmopolitan cities as well as being the corporate and financial capital of Canada. The School’s global focus is one of its most important attributes. It is reflected in the IMBA and IBBA degrees, in the international emphasis throughout our curriculum and in our academic exchange agreements with over thirty leading international management schools in some twenty countries in the Americas, Asia, Europe, and the Middle East.

Silver Sponsors

University of Alberta
Founded in 1908, the University of Alberta is one of Canada's foremost research-intensive institutions of higher learning. The University's main campus in Edmonton is home to over 30,000 full and part-time students enrolled in over 60 different undergraduate and graduate-level degree programs. The teaching of Business at the University 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 2200 students are presently enrolled. The Faculty is extremely active in research and a key participant in Academy events. In 1999 Bob Hinings received the Distinguished Scholar Award from the OMT Division of the Academy. 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, Organization Science, Journal of Management Studies, Journal of Management Inquiry, and Organizational Research Methods.
Baylor University
Founded in 1845, Baylor University is the oldest and largest private university in Texas and today ranks among the top 1% of educational institutions in the country for the number of National Merit Scholars enrolled. The Hankamer School of Business (est. 1923) is dedicated to preparing business professionals capable of competing successfully in an integrated world economy. The school believes that its graduates must not only possess global perspectives, current business knowledge, and skills in communications and technology, they must also have strong ethical values and leadership capabilities in order to truly influence organizations and make a difference in people’s lives.

With 3,300 undergraduate and 292 graduate students, Hankamer offers 19 major fields of study for the BBA and 10 fields for its various graduate business degrees, as well as Executive MBA programs on two campuses (Waco and Dallas). The school also several active professional centers that include The McBride Center for International Business, Institute for Family Business, John F. Baugh Center for Entrepreneurship, Center for Professional Selling, and Center for Business & Economic Research.

Hankamer has received national recognition for its programs in entrepreneurship (ranked #5 by U.S. News & World Report), accounting (ranked #6 by the National Association of State Boards of Accountancy), undergraduate business (ranked #51 by U.S. News & World Report), and graduate business (named in The Princeton Review’s Top 75 list).

Among recent innovations at Hankamer: The Edward Jones New Venture Challenge in which student teams compete in the creation of new business ventures, and The National Collegiate Sales Competition, an annual event in which students must sell a product to a professional buyer before a video camera while under the scrutiny of judges who are sales professionals.

Rochester Institute of Technology
The College of Business at Rochester Institute of Technology prepares graduates to compete successfully in the business world. Students are able to convert managerial learning in to pragmatic business applications and are educated to manage people, technology, and quality in a global context. The college is accredited by the AACSB, the International Association for Management Education. We are home to the RIT/USA TODAY Quality Cup Competition that recognizes teams that make significant contributions to the improvement of quality in their organization. The College also hosts the Technology Management Center and the Center for International Business.

Through their relationship with industry, the faculty blend theory with applications to facilitate the transfer of knowledge from the classroom to the work environment. We give our students the analytical and problem-solving skills that will make them an asset to their employers and that will prepare them for successful and rewarding careers.

We have 40 full-time faculty, 500 graduate students, and 825 undergraduate students. Students can pursue an MBA, an Executive MBA, a master of science in finance, a master of science in product development, and a master of science in manufacturing management and leadership. The College of Business also offers a bachelor's degree in business administration with majors in accounting, finance, international business, management, management information systems and marketing. We have one of the oldest and largest cooperative education programs in the nation.
Florida International University
The FIU College of Business Administration, South Florida’s most important business education resource, boasts a unique focus on the region’s commercial links with Latin America and the global economy and is a leading research and educational center in e-business and information technology management.

Its faculty of more than 80 international scholars, teachers, and business leaders include experts in information systems, operations research, e-business technology, technopreneurship, knowledge management, international banking and trade, global logistics, multinational corporations and international business strategy. Through its partnerships with global business leaders in the region, the College strives to ensure that its research and academic offerings continue to address the demands of a dynamic, world-wide, technology-enabled marketplace.

The second largest of FIU’s 16 schools and colleges, the College enrolls about 3,600 undergraduate and more than 800 graduate students each year. It also serves an additional 400+ business people through its executive education programs. The College’s international student body reflects the richly diverse South Florida community. More than 70 percent of its 18,000+ alumni live and work in the area following graduation; quite a few are successful entrepreneurs while others enjoy successful careers in multinational firms with Latin American headquarters in the region.

Since opening its doors in 1972, FIU—a part of the State of Florida University System and the only public research university in Miami—has grown to more than 30,500 students, offering more than 280 academic degree programs.

The College of Business Administration is accredited by the AACSB—International Association for Management Education.

University of Illinois at Urbana-Champaign
The College of Commerce and Business Administration offers outstanding undergraduate and graduate programs through its accounting, business, economics, and finance departments. An emphasis on high-quality research, one-on-one faculty mentorship, and intensive academic rigor has become the hallmark for our well-established, highly regarded Ph. D. programs. This past year, the college enrolled more than 3,200 undergraduates, about 650 MBA and masters students, and approximately 200 doctoral candidates. Drawn by the college’s national and international reputation, students have come over the years from all fifty states and more than thirty countries worldwide. Our graduates go on to assume leadership roles in business, government, and academe. A distinguished faculty provides instruction and academic leadership in teaching, research, and outreach programs. Endowed chairs and professorships help to attract and retain our world-class faculty. Our Research and Learning Centers provide focal points for academic and applied research, conferences and seminars, and scholarly publications.

Illinois Institute of Technology
The Stuart Graduate School of Business at Illinois Institute of Technology is an AACSB-accredited business school focused on business education for a technological world. The Stuart School's mission is to provide experienced working professionals and career-entry students 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 faculty are regular contributors to scholarly journals and several have authored books.
Host Sponsors (cont.)

Illinois Institute of Technology (continued)
The Stuart School's offerings include an MBA with ten areas of specialization; the Ph.D. in Management Science offered in the areas of operations and finance; five unique industry-driven master's programs in E-Commerce, Environmental Management, Finance, Operations & Technology Management, and Marketing Communication; and a number of dual degrees including a JD/MBA offered with Chicago-Kent College of Law.

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 includes state-of-the-art computer labs with the latest industry software, a library of more than 500,000 volumes, and the Stuart Career Planning Center. Stuart's MBA Program is also offered at two suburban sites. Illinois Institute of Technology is a private Ph.D.-granting university founded in 1890, one of the 17 elite institutions that comprise AITU-the Association of Independent Technological Universities.

Ryerson Polytechnic University
Founded in 1948, Ryerson Polytechnic University (Ryerson) is Canada's only degree-granting polytechnic university. At Ryerson, theory and practice are combined to give students a traditional high quality university education and professionally relevant skills. An integral part of the university's more than 35 degrees is the focus on liberal studies courses that enhance the students' understanding of the social and cultural environment in which they live. Ryerson's location in downtown Toronto enables students to pursue their education in the leading financial, industrial and cultural centre of Canada.

The Faculty of Business at Ryerson is Canada's largest English-speaking undergraduate business program. It comprises four different schools: the Schools of Business Management, Hospitality & Tourism Management, Information Technology Management, and Retail Management. Programs are four years in length and offer students a Bachelor of Commerce (BCom) in the Schools of Business Management. The faculty encourages students to gain an international perspective on business issues by studying abroad for one semester. Several exchange programs have been set up with schools in Europe and Australia.

University of Rochester
The mission of the William E. Simon Graduate School of Business Administration is to be a recognized leader in the creation and dissemination of an integrated body of knowledge that has significant impact on managerial education and practice. The School's educational programs focus on graduating outstanding individuals who are prepared to excel in a dynamic and internationally competitive marketplace. The Simon School offers an integrated, cross-functional approach to management which uses economics as both the framework and common language of business. This framework can be applied in a broad range of management situations over the course of a career, providing graduates with a long-term validation in the corporate marketplace.

The Simon School's unique study-team system, combined with one of the largest percentages of non-U.S. students among leading American business schools, offers students numerous opportunities to develop critical interpersonal and team-management skills, and interact directly with a diverse group of peers on global management issues. The Simon School offers M.B.A., M.S. and Ph.D. degrees and joint degree programs in biotechnology, nursing, public health administration and a newly introduced M.D./M.B.A. program at its Rochester, New York campus. Executive M.B.A. programs are offered in Rochester, the Netherlands and Switzerland. The Simon School has been accredited by the AACSB – The International Association for Management Education since 1966.
Host Sponsors (cont.)

Samford University
Samford University, founded in 1841 as Howard College, is Alabama's largest private university. Samford serves 2,900 undergraduate students and 1,600 graduate students, and has been recognized by U. S. News and World Report as one of the top universities in the Southern United States. Samford offered its first business degrees in 1922 and today offers Bachelor of Science degrees in accounting and management, as well as the MBA, MAcc, and joint MBA degrees with masters programs in nursing, law, and divinity. School of Business majors comprise 425 undergraduates and 150 graduate students. Our undergraduate education emphasizes general business knowledge, as well as practical business experience. Approximately 75% of our undergraduates complete at least one academic internship. Our MBA program is designed to serve working professionals who are attaining their graduate education while working full time. The average work experience of our MBA students is 9 years.

Samford's School of Business received AACSB accreditation in 1999, the first private university school of business in Alabama to be so recognized. We have 21 full-time faculty, with doctorates from sixteen different U. S. doctoral programs. The School of Business emphasizes teaching, and we have participated in the Pew Trust/Samford PBL Initiative over the last two years. Our faculty are also active researchers, presenting and publishing papers in all business disciplines. Dr. Carl J. Bellas is Dean of the School of Business.

Wilfrid Laurier University
The School of Business and Economics at Wilfrid Laurier University is one of Canada's leading, and largest, business schools. In addition to excellent undergraduate business degrees, diplomas, and professional accreditation programs, the School offers several part-time and a full-time Master of Business Administration as well as a Master of Arts in Applied Business and Economics. Management development programs are presented by the affiliated Laurier Institute in open enrollment and customized formats.

The School takes pride in its success at connecting academic excellence with the world of business through innovative programs and partnerships. For example, Laurier was the first university in Canada to offer a co-operative option for undergraduate business students, the first in Canada to offer a one-year full-time MBA program, and the first in Canada to offer a fully integrated MBA with a CMA designation. Last fall, Laurier admitted its first students into a new dual-degree program in business and computing which allows students to earn both a Bachelor of Business Administration and Bachelor of Science degree in five years.

With its main campus in Waterloo, Ontario, in the heart of Canada's Technology Triangle, the School of Business and Economics is particularly well situated to develop partnerships and programs in co-operation with the corporate community. Several new initiatives have recently been announced, including the development of The Schlegel Centre for Entrepreneurial Studies, a Chair in the Management of Technology Enterprises, a Chair in Insurance, and a Chair in Supply Chain Management. Wilfrid Laurier University is one of Canada's premier universities, recognized nationally and internationally for its excellent academic standards and quality of teaching. The University recently earned the ranking from the provincial government as the Ontario University with the highest success rate for the employment results of undergraduate students.
# Toronto 2000 Exhibitors

In Sheraton Hall at the Sheraton Centre

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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 Washington D.C. Your comments, suggestions and kudos are always welcome. To reserve your space for 2001, please contact:

Terese Loncar  
Academy of Management  
P.O. Box 3020  
Briarcliff Manor, NY 10520-8020  
Phone: 914-923-2607  
Fax: 914-923-2615  
E-mail: tloncar@fsmail.pace.edu
Types of Sessions and Session Numbers

The conference program is presented in sections ordered by type of session and by division. Some sessions presented near the beginning of Part B of this program are cosponsored by multiple divisions. Other sessions are sponsored by individual divisions. Professional Development Workshops (PDW) are scheduled from 1:00 PM on Friday until Noon on Sunday. Sunday afternoon and evening are devoted to meetings and to “All Academy” activities. Refereed sessions are held from Monday morning through Wednesday afternoon.

Program sessions are numbered sequentially. Sessions that are sponsored by two or more divisions are included in full in the part of the program that describes shared sessions and then referred to again by the same number in the programs of each sponsoring division. Because this numbering system may be confusing, we include here the range of session numbers for each set of sessions.

Shared Professional Development Workshops (SPDW) (Sessions 78 to 134) include a variety of activities, such as consortia, discussion groups and site visits that are cosponsored by multiple divisions. Some PDWs require registration. See the session description for contact information.

All Academy Theme Sessions (AA) (Sessions 148 to 172) address the conference theme, “A New Time” in a way that goes beyond the focus of any particular division.

Showcase Symposia (SHCS) (Sessions 173 to 204) are symposia on any topic that are sponsored by more than one division and that are expected to have wide appeal.

Joint Symposia (JS) (Sessions 205 to 265) are symposia that are sponsored by two or three divisions.

Shared Interest Track (SIT) Sessions (Sessions 266 to 296) include papers from multiple divisions that deal with a common topic.

Interactive Paper Sessions (IP) (Sessions 297 to 319 and 337 to 385) are round table discussions among groups of authors of accepted papers with other participants about core themes in the papers.

Caucuses (C) (Sessions 320 to 336) are informal discussions among individuals who share a common concern or affinity. To be listed in the program, caucus organizers submitted a topic with the signatures of five individuals who want to discuss a topic in a caucus.

Each division has one Division Session (D) it may use for any purpose it wishes. Divisions often use these sessions for distinguished speaker presentations.

Each division may also have one Theme Session (TS) it uses to address the theme of the meeting in a way that is pertinent to the division's own domain.

Audio Taping
Audio tapes of selected sessions will be made available. These recordings are in conformance with the policy that no recordings of AOM sessions or activities are permitted unless written consent is obtained from the Academy Vice President and program Chair, Jean M. Bartunek, and all participants being recorded. Such permission must be secured prior to the meeting.

Proceedings
The Proceedings CD-ROM includes the best papers, the abstracts for all the papers and symposia, and the two cases presented in All Academy theme sessions. The CD-ROM also contains the membership directory of the Academy of Management.

Other Abbreviations Used in the Program Guide

(AA) All Academy Theme Sessions
(AAC) Academy Activities and Committees
(AOM) Academy of Management
(BPS) Business Policy & Strategy Division
(CAM) Conference Activities and Meetings
(CAR) Careers Division (Sessions 393 to 437)
(CM) Conflict Activities and Meetings
(CMS) Critical Management Studies (Sessions 81, 82, 85, 90, 101, 102, 111, 112, 115, 117, 118, 122, 123 & 134)
(D) Division Session
(ENT) Entrepreneurship Division (Sessions 462 to 498)
A39
The Academy of Management awards the William H. Newman Award for outstanding papers based on a recent dissertation. This prestigious award can be given to up to three papers a year. The papers must be a) single authored, b) accepted for presentation at the Academy's annual meeting, and c) based on a doctoral dissertation completed within the past three years. The selection committee seeks to identify papers that make substantive contributions to knowledge based on research designs that are both rigorous and creative. After reviewing all eligible papers, Division Program Chairs could nominate one paper for this award to the Chair of the Awards Committee, Miriam Erez (U. of Haifa). This year’s nominees are:


Julie Hite, U. of Utah. Patterns of Multidimensionality in Embedded Network Ties of Emerging Entrepreneurial Firms. Entrepreneurship.


Olga Epitropaki, Sheffield U., UK. A "Real-World" Test of the Information-Processing Approach to Leadership: Implicit Leadership Theories (ILTs), Leader-Member Exchanges (LMX) and Employee Outcomes. Managerial and Organizational Cognition.


John Austin, U. of Washington, Bothell. Knowing What and Whom Other People Know: Linking Transactive Memory with External Connections in Organizational Groups. Organizational Behavior.


Carolyn Dexter Award Nominees

The Carolyn Dexter Best International Paper Award is an All Academy award to the paper that best meets the objective of the Academy of Management to internationalize. One or more of the following criteria form the basis for the award: 1. Submissions of topics or methods that are not in the US mainstream, but are important in other countries' research traditions and of good quality in accord with the criteria of these traditions. Especially important is the significance of the implications of the findings, regardless of the school of thought from which the paper emanates. 2. Submissions that contribute to international understanding. 3. Submissions that link US scholars and scholars working in other countries. Each division could nominate up to two papers to the chair of this year’s Dexter Award committee, Michel Berry (Ecole de Paris du Management). This year’s nominees are:


Margaret Linehan, Cork Institute of Technology; James Walsh, U. College, Cork, Ireland. The Persistence of Gender Inequality in Management Over Time: Evidence from Senior Women Managers in Europe. *Gender & Diversity in Organizations*.


Yoav Ganzach, Tel-Aviv U.; Asya Pazy, Tel Aviv U.; Yehudith Ohayun, Tel Aviv U.; Braynin Esther, IDF. Realistic Job Preview, Social Exchange and Organizational Commitment. *Human Resources*.


Angela Martin, Griffith U.; Elizabeth Jones, Griffith U. Employee Adjustment During Organizational Change: The Role of Climate, Social Support, Negative Affect and Situational Appraisals. *Organization Development and Change*.

Rune Lines, Norwegian School of Economics and Business Administration; Erik Doving, SNF; Svein Johansen, Norwegian School of Economics and Business Administration. Organizational Learning in the Context of Strategic Reorientation. *Organization Development and Change*.


Other Academy Activities

**Academy of Management News**  
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**Placement**  
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U. of Texas, Permian Basin

**Associate Director**, Nancy Leonard,  
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Foard F. Jones, U. of Central Florida  
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Dan Krieger, NASA's Goddard Space Flight Center  
Patrice Luoma, Quinnipiac College  
Franz Lohrke, U. of Alabama  
Lou Marino, U. of Alabama  
Darlene Gambill Motley, U. of Pittsburgh  
Bonnie O’Neill, U. of Wisconsin, Milwaukee  
Diana Reed, Drake U.  
Bert L. Scott III, Indiana U. Northwest  
Krishnan K. Sharma, Eurasia International  
Filiz Tabak, Towson U.  
Joao Vieira da Cunha, U. Nova de Lisboa  
Bruce A. Walters, Oklahoma City U.  
Steve Werner, U. of Houston  
Mark Wesolowski, Miami U. of Ohio  
J. Michael Whitfield, Georgia College & State U.

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Heidi Vernon, Northeastern U.  
David Whetten, Brigham Young U.  
Joseph Yaney, Northern Illinois U.

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Charles D. Wrege, Cornell U.

**Sigma Iota Epsilon, AOM Student Division**  
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**Director of Publisher Relations**  
Philip Stone, Point-One International

**Electronic Media**  
Roger L. Dunbar, New York U.  
Raghu Garud, New York U.

**Academy of Management Best Paper Proceedings**  
*Editor*, Stephen J. Havlovic, U. of Wisconsin, Whitewater

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Robert Geter, U. of Maryland  
Poppy McLeod, Case Western Reserve U.  
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John Hammond, Emory U.  
Dtg olivie, Rutgers U.  
Denise Bane, City U. of New York

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Kathy Kram, Boston U.  
Raymond Miles, U. of California, Berkeley  
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Leslie Sekerka, Case Western Reserve U.  
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**Members**
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- Ann Gregory, U. of Newfoundland, Canada
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- Betty Jane Punnett, U. of the West Indies, West Indies/Canada
- Winfried Ruigrok, U. of St. Gallen, Switzerland/Netherlands
- Nuesa Santos, Pontificia U. Católica de Sao Paulo, Brazil
- Stephen Tallmann, U. of Utah, USA
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- Carolyn Wiley, U. College, Dublin, Ireland
- Diana Wong, Bowling Green State U., USA/China
The Academy of Management is a professional society composed largely of professors who conduct research and teach about organizations and management. Doctoral students, management consultants and managers from diverse business settings are also members.

The Academy’s purpose is to foster the general advancement of research, learning, teaching, and practice in the management field. The Academy publishes scholarly papers, conducts forums for the exchange of management knowledge, and provides services that enhance the science and practice of management.

HEADQUARTERS / MEMBERSHIP

The headquarters of the Academy of Management are located at Pace University. Questions and membership applications should be addressed to Linda Panzer, Membership Administrator, at

Academy of Management  
Pace University  
P.O. Box 3020  
Briarcliff Manor, NY 10510-8020  
(914) 923-2607 Fax: (914) 923-2615  
lpanzer@pace.edu

http://www.aom.pace.edu

The Academy is on the internet. Each division has its website linked to the Academy’s home page. The Call for Papers, the Program, and the Proceedings can all be accessed here. Additionally, Placement is on-line; you can submit applications on-line and search the database for positions.

PUBLICATIONS SENT TO ALL MEMBERS

Academy of Management Journal presents cutting-edge empirical research about new management ideas and techniques. It currently ranks 8th in impact (citations per article) among 358 business-related journals. Published six times per year, it has a circulation of 12,500.

Academy of Management Review explores new management theories and presents high-quality conceptual work. It currently ranks 7th in impact among 358 business-related journals. Published quarterly, it has a circulation of 12,000.

Academy of Management Executive presents straightforward practical articles geared toward executives and business students. Published quarterly, it has a circulation of 11,000.

Academy of Management Newsletter is a quarterly newsletter covering Academy news and activities.

In addition, divisions, interest groups, and regional affiliates publish newsletters addressing their areas of specialization.

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The Academy of Management accepts advertising about professional resource materials in the annual meeting program and journals. Address Inquiries about advertising in these publications to:

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Communications Administrator  
Academy of Management  
Pace University  
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e-mail: szaid@pace.edu

- 10,941 Members - 75% US, 25% Other Countries  
- Representing over 77 Countries  
- 23 Divisions and Interest Groups  
- 5,000+ participants in the Annual Meeting  
- Job Placement Services with 1,500 users annually  
- E-mail discussion groups with 36,000 participants  
- Membership Types: 68% Professors, 24% Students, 7% Business Executives, 1% Emeriti
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<td>1936-40</td>
<td>Charles L. Jamison (Founder)</td>
<td>U. of Michigan</td>
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<tr>
<td>1941-47</td>
<td>Robert P. Brecht</td>
<td>U. of Pennsylvania</td>
</tr>
<tr>
<td>1948</td>
<td>Ralph C. Davis</td>
<td>Ohio State U.</td>
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<tr>
<td>1949</td>
<td>Erwin H. Schell</td>
<td>MIT</td>
</tr>
<tr>
<td>1950</td>
<td>Michael J. Jucius</td>
<td>Ohio State U.</td>
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<tr>
<td>1951</td>
<td>William H. Newman</td>
<td>Columbia U.</td>
</tr>
<tr>
<td>1952</td>
<td>John F. Mee</td>
<td>Indiana U.</td>
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<tr>
<td>1953</td>
<td>Franklin E. Folts</td>
<td>Harvard U.</td>
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<tr>
<td>1954</td>
<td>William R. Spiegel</td>
<td>U. of Texas</td>
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<tr>
<td>1955</td>
<td>Ronald B. Shuman</td>
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<tr>
<td>1956</td>
<td>Franklin G. Moore</td>
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<tr>
<td>1957</td>
<td>Alvin Brown</td>
<td>Johns-Manville Corp.</td>
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<tr>
<td>1958</td>
<td>Billy E. Goetz</td>
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<tr>
<td>1959</td>
<td>Merten J. Mandeville</td>
<td>U. of Illinois</td>
</tr>
<tr>
<td>1960</td>
<td>Joseph W. Towlle</td>
<td>Washington U.</td>
</tr>
<tr>
<td>1961</td>
<td>George R. Terry</td>
<td>Northwestern U.</td>
</tr>
<tr>
<td>1963</td>
<td>Harold Koontz</td>
<td>U. of California</td>
</tr>
<tr>
<td>1964</td>
<td>Keith Davis</td>
<td>Arizona State U.</td>
</tr>
<tr>
<td>1965</td>
<td>Dalton E. McFarland</td>
<td>Michigan State U.</td>
</tr>
<tr>
<td>1966</td>
<td>Preston P. Lebreton</td>
<td>U. of Washington</td>
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<tr>
<td>1967</td>
<td>Max D. Richards</td>
<td>Pennsylvania State U.</td>
</tr>
<tr>
<td>1968</td>
<td>Ernest Dale</td>
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<tr>
<td>1969</td>
<td>Paul J. Gordon</td>
<td>Indiana U.</td>
</tr>
<tr>
<td>1970</td>
<td>Joseph A. Litterer</td>
<td>U. of Massachusetts</td>
</tr>
<tr>
<td>1971</td>
<td>William B. Wolf</td>
<td>Cornell U.</td>
</tr>
<tr>
<td>1972</td>
<td>George A. Steiner</td>
<td>UCLA</td>
</tr>
<tr>
<td>1973</td>
<td>Charles E. Summer</td>
<td>U. of Washington</td>
</tr>
<tr>
<td>1974</td>
<td>Lyman W. Porter</td>
<td>U. of California</td>
</tr>
<tr>
<td>1975</td>
<td>Herbert G. Hicks</td>
<td>Louisiana State U.</td>
</tr>
<tr>
<td>1976</td>
<td>Stanley C. Vance</td>
<td>U. of Tennessee</td>
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<tr>
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<td>Fremont E. Kast</td>
<td>U. of Washington</td>
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<td>John B. Miner</td>
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<td>1979</td>
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<td>William F. Glueck</td>
<td>U. of Georgia</td>
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<td>Larry L. Cummings</td>
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<tr>
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<td>Max S. Wortman Jr.</td>
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<tr>
<td>1983</td>
<td>Robert Duncan</td>
<td>Northwestern U.</td>
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<td>1984</td>
<td>John W. Slocum Jr.</td>
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<tr>
<td>1985</td>
<td>Kathryn M. Bartol</td>
<td>U. of Maryland</td>
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<tr>
<td>1986</td>
<td>Fred Luthans</td>
<td>U. of Nebraska</td>
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<td>1987</td>
<td>Richard M. Steers</td>
<td>U. of Oregon</td>
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<tr>
<td>1988</td>
<td>Don Hellriegel</td>
<td>Texas A &amp; M U.</td>
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<td>Arthur G. Bedeian</td>
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<tr>
<td>1990</td>
<td>Steven Kerr</td>
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<tr>
<td>1991</td>
<td>Janice M. Beyer</td>
<td>U. of Texas, Austin</td>
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<td>1992</td>
<td>Ramon J. Aldag</td>
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<tr>
<td>1994</td>
<td>Greg R. Oldham</td>
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<tr>
<td>1995</td>
<td>Mary Ann Von Glinow</td>
<td>Florida International U.</td>
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<tr>
<td>1996</td>
<td>Richard T. Mowday</td>
<td>U. of Oregon</td>
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<tr>
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<td>Michael A. Hitt</td>
<td>Texas A &amp; M U.</td>
</tr>
<tr>
<td>1999</td>
<td>Anne Sigismund Huff</td>
<td>U. of Colorado/Cranfield School of Management</td>
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### Future Annual Meetings of the Academy of Management

<table>
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<th>Year</th>
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<th>Location</th>
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<tr>
<td>2001</td>
<td>August 5-8</td>
<td>Washington DC</td>
<td>Marriott Wardman Park, Hilton Washington and 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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### Toronto 2000 Program Statistics

<table>
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<td>Number of Papers Accepted</td>
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<tr>
<td>Accepted for Shared Interest Track</td>
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<tr>
<td>Accepted for Interactive Papers</td>
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<tr>
<td>Accepted for Division Paper Session</td>
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<td>Accepted for Best Paper Proceedings</td>
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<td>Number of Unique Symposia Submitted</td>
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<td>Accepted for Showcase Symposia</td>
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<td>Accepted for Jointly Sponsored Symposia</td>
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<td>Accepted for Division Symposia</td>
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<tr>
<td>Number of Sessions in Total Conference</td>
<td>896</td>
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<tr>
<td>Number of PDW Sessions (Fri-Sun)</td>
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<td>Number of Regular Sessions (Sun-Wed)</td>
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### 1997-2000 Trends in Submissions to Academy of Management Conferences

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<tr>
<th>Year</th>
<th>Paper Submissions</th>
<th>Symposia Submissions</th>
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<td>1997</td>
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<tr>
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<tr>
<td>1999</td>
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<tr>
<td>2000</td>
<td>3,500</td>
<td>800</td>
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Legend:
- Paper Submissions
- Symposia Submissions
### Regions and Countries represented on the program include:

<table>
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<tr>
<th>Region</th>
<th>Countries</th>
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<tbody>
<tr>
<td>Africa</td>
<td>Egypt, South Africa</td>
</tr>
<tr>
<td>Asia</td>
<td>China, Hong Kong, India, Japan, Korea, Macao, Singapore, Taiwan</td>
</tr>
<tr>
<td>Europe</td>
<td>Austria, Belgium, Denmark, Finland, France, Germany, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Spain, Sweden, Switzerland, United Kingdom (England, Scotland, Wales)</td>
</tr>
<tr>
<td>Latin America (includes Central and South America and the Caribbean)</td>
<td>Brazil, Costa Rica, Mexico, West Indies</td>
</tr>
<tr>
<td>Mid-East</td>
<td>Israel, Turkey, Saudi Arabia</td>
</tr>
<tr>
<td>North America</td>
<td>Canada, US</td>
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<tr>
<td>Oceania</td>
<td>Australia, New Zealand, Tasmania</td>
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### Universities with the Most Participants in Toronto 2000 Conference Sessions

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<th>Rank</th>
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<td>Harvard U.</td>
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<tr>
<td>2.</td>
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<td>3.</td>
<td>U. of Pennsylvania</td>
<td>46</td>
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<td>4.</td>
<td>Rutgers U.</td>
<td>41</td>
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<tr>
<td>5.</td>
<td>Case Western Reserve U.</td>
<td>39</td>
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<td>5.</td>
<td>U. of Southern California</td>
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<tr>
<td>7.</td>
<td>Texas A&amp;M U.</td>
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<tr>
<td>8.</td>
<td>U. of Minnesota</td>
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<td>U. of Western Ontario</td>
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<tr>
<td>10.</td>
<td>Cornell U.</td>
<td>32</td>
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<td>10.</td>
<td>New York U.</td>
<td>32</td>
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<td>10.</td>
<td>Michigan State U.</td>
<td>32</td>
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<tr>
<td>Division (in alphabetical order)</td>
<td>Number of Submissions to Divisions:</td>
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<tr>
<td>---------------------------------</td>
<td>---------------------------------</td>
<td></td>
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<tr>
<td></td>
<td>Members</td>
<td>Papers</td>
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<tr>
<td>Art And Poetry: Images of a New Time</td>
<td>N/A</td>
<td>96</td>
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<tr>
<td>Business Policy &amp; Strategy (BPS)</td>
<td>2931</td>
<td>307</td>
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<tr>
<td>Careers (CAR)</td>
<td>411</td>
<td>47</td>
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<tr>
<td>Conflict Management (CM)</td>
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<tr>
<td>Entrepreneurship (ENT)</td>
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<tr>
<td>Gender &amp; Diversity in Organizations (GDO)</td>
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<tr>
<td>Health Care Management (HCM)</td>
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<tr>
<td>Human Resources (HR)</td>
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<td>International Management (IM)</td>
<td>1873</td>
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<tr>
<td>Management Education &amp; Development (MED)</td>
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<tr>
<td>Management History (MH)</td>
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<tr>
<td>Management Spirituality &amp; Religion (MSR)</td>
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<td>Managerial and Organizational Cognition (MOC)</td>
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<td>Managerial Consultation (MC)</td>
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<td>Operations Management (OM)</td>
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<tr>
<td>Organization &amp; Management Theory (OMT)</td>
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<tr>
<td>Organization Development &amp; Change (ODC)</td>
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<td>Organizational Behavior (OB)</td>
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<td>Organizational Communication &amp; Information Systems (OCIS)</td>
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<tr>
<td>Organizations &amp; The Natural Environment (ONE)</td>
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<tr>
<td>Public &amp; Nonprofit (PNP)</td>
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<td>Research Methods (RM)</td>
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<tr>
<td>Social Issues in Management (SIM)</td>
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<tr>
<td>Technology &amp; Innovation Management (TIM)</td>
<td>1233</td>
<td>123</td>
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</tbody>
</table>
## Conference Program Guide

### Friday Morning, August 4, 2000

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00</td>
<td>SIM/ONE/MED/PNP: Service-Learning Community Service Project</td>
</tr>
<tr>
<td>8:00</td>
<td>Off: Toronto Covenant House</td>
</tr>
<tr>
<td>8:00</td>
<td>Off: Toronto Covenant House</td>
</tr>
<tr>
<td>8:00</td>
<td>Off: Toronto Covenant House</td>
</tr>
<tr>
<td>8:30</td>
<td>SIM/ONE/MED/PNP: Service-Learning Community Service Project</td>
</tr>
<tr>
<td>8:30</td>
<td>Off: Ontario Science Centre</td>
</tr>
<tr>
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<td>Off: Ontario Science Centre</td>
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<tr>
<td>8:30</td>
<td>Off: Ontario Science Centre</td>
</tr>
<tr>
<td>9:00</td>
<td>SIM/ONE/MED/PNP: Service-Learning Community Service Project</td>
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<tr>
<td>10:00</td>
<td>SIM/ONE/MED/PNP: Service-Learning Community Service Project</td>
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### Friday Afternoon, August 4, 2000

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<td>SIM/ONE/MED/PNP: Service-Learning Community Service Project</td>
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### Friday Evening, August 4, 2000

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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
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<tr>
<th>Time</th>
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<tr>
<td>7:30</td>
<td>137 ITC: SME and Economic Development Niagara Peninsula Region</td>
<td>Ryerson Polytechnic U.</td>
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<td>7:30</td>
<td>H: Carmichael</td>
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<td>370 TIM: TIM/OCIS Doctoral Consortium</td>
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<td>7:30</td>
<td>H: Harris</td>
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<tr>
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<td>434 CAR: Where Have We Come From?</td>
<td>Ryerson Polytechnic U.</td>
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<td>H: Jackson</td>
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<td>135 IAM: Strat. Management in the Iberoamerican Context</td>
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<td>372 TIM: Y2K Aftermath</td>
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<td>26 OB/MED: Teaching OB with Technology</td>
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<td>507 GDO: GDO Doctorian</td>
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<td>502 GDO: Alternative Careers within Academia</td>
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<td>30 CMS and cosponsors: CMSW: What's Critical?</td>
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<td>451 CM: Doctoral Consortium</td>
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<td>461 ENT: U.S. Nat. Survey of</td>
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<td>H: The Boardroom</td>
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<td>2 CAM: Board of Governors Meeting</td>
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<td>508 ENT: Ph.D. Ed. in</td>
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<td>SC: Conference Room B</td>
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<td>31 A: Advanced Consulting Competencies</td>
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<td>414 HR: Roundtable: Jr. Faculty and Doctoral Consortia</td>
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<td>22 HCM: Designing HCM Courses</td>
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<td>324 MED: Diversity in ‘Classroom’ 2000</td>
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<td>22 MED/MOC/ODC/ONE/SIM: Stakeholder Learning Dialogs</td>
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<td>39 IM/RM: Social Networks Research</td>
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**Hotel Abbreviations:** RY=Royal York, SC=Sheraton Centre, HT=Hilton, Off=Off Site
## Saturday Afternoon, August 5, 2000

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<td>1:00</td>
<td>H: Harris</td>
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<td>MH: Managing the Diss. Process</td>
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<td>H: Jackson</td>
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<td>CAR: Where Are We Going?</td>
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<td>2:00</td>
<td>H: Lismer</td>
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<td>IAM: Graduate</td>
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<td>H: McDonald</td>
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<td>RI: Cusp Catastrophe Modeling</td>
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<td>3:00</td>
<td>H: Tom Thomson</td>
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<td>CAR/RI: Roundtables with editors</td>
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<td>MH: Tour: Sky Dome</td>
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<td>RY: Prince Edward Island</td>
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<td>RY: The Boardroom</td>
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<td>ODC: Accelerating the Time to Change</td>
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<tr>
<td>2:30</td>
<td>RY: Tudor 9</td>
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<td>PNP: PNP Doctoral Consortium</td>
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<td>3:00</td>
<td>RY: Upper Canada</td>
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<td>NDSC and cosponsors: New Doctoral Students Consortium</td>
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<td>3:30</td>
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<td>MOC/MED: Teaching Cognition</td>
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<td>4:00</td>
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<td>5:00</td>
<td>SC: City Hall</td>
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<td>OMT/OB: OMT/OB Junior Faculty Consortium</td>
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<td>5:30</td>
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<td>PS: Open Space Conversations</td>
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<td>MC: Advanced Consulting Competencies</td>
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<td>7:00</td>
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<td>9:00</td>
<td>SC: Convention Registration</td>
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<td>CAM: Registration</td>
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<tr>
<td>10:00</td>
<td>SC: Dominion Ballroom N</td>
</tr>
<tr>
<td></td>
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</tr>
<tr>
<td>10:30</td>
<td>SC: Dominion Ballroom S</td>
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<td>IM: Your Career as an IM Research</td>
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<td>11:00</td>
<td>SC: Dufferin</td>
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<tr>
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<td>MED: Critical Management Pedagogy</td>
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<td>IM/RM: Structural Equation Modeling in Cross-Cultural Research</td>
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<td>HR: Dialogue on Teaching International HRM</td>
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<tr>
<td>12:30</td>
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<td>HCM: Lunch with HCM Friends and</td>
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<tr>
<td>1:00</td>
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<td>2:00</td>
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<td>SIM: SIM Doctoral Consortium</td>
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<td>SC: Simcoe</td>
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<tr>
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<td>MED: Cinema &amp; Theatre as Teaching</td>
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<td>3:00</td>
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<td>BPS: BPS Doctoral Consortium - Saturday</td>
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### Saturday Evening, August 5, 2000

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<tr>
<th>Time</th>
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<tbody>
<tr>
<td>5:00</td>
<td>H. Jackson: OCIS Reception</td>
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<td>5:30</td>
<td>IAM: Paper</td>
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<tr>
<td>6:00</td>
<td>IAM: IAM Business Meeting Followed by Dinner</td>
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<tr>
<td>6:30</td>
<td>IM: Doctoral Consortium-Saturday</td>
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<td>7:00</td>
<td>SC: Windsor West</td>
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<td>CMD: Washington 2001</td>
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<td>8:00</td>
<td>Nova Scotia</td>
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<td>RY: Upper Canada and SMS: All Doctoral Students Reception</td>
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<td>York</td>
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<td>SC: Conference Room B</td>
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<tr>
<td>10:30</td>
<td>MED: Improvisation in Management</td>
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<td>Conference Room G</td>
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<td>IM: Strategies For Publishing International</td>
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<td>SC: Dominion Ballroom N</td>
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<td>IM: Professional Development Workshops</td>
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<td>SC: Dufferin</td>
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<td>HR: Academia</td>
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<td>SC: Windsor East</td>
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<td>HR: Junior</td>
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<td>SC: Windsor West</td>
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<td>SC: York</td>
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<tr>
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<td>CAM: AOM Placement</td>
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### Sunday Morning, August 6, 2000

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<thead>
<tr>
<th>Time</th>
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<tbody>
<tr>
<td>7:30</td>
<td>H. Casson: RM: Qualitative Experts</td>
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<tr>
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<td>MH: Getting Published</td>
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<tr>
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<td>TIM: In from the Field</td>
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<tr>
<td>9:00</td>
<td>RM: Using WABA</td>
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<tr>
<td>9:30</td>
<td>BPS/GCIS: Strategic E-Business Opportunities</td>
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<tr>
<td>10:00</td>
<td>BPS/GCIS: Practical Insights for E-business</td>
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<tr>
<td>10:30</td>
<td>RM: Comparative Analysis in Qual. Research</td>
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<tr>
<td>11:00</td>
<td>RM: Approaches to Time Based Research</td>
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<tr>
<td>11:30</td>
<td>BPS: Strategy and Context-Dependence</td>
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<tr>
<td></td>
<td>MOC: Cognition in the Rough (Fac)</td>
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<tr>
<td></td>
<td>RY: Ballroom</td>
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<tr>
<td></td>
<td>CMS and cosponsors: CMSW Critical Research in the Management Journals</td>
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<tr>
<td></td>
<td>CMS and cosponsors: CMSW Plenary</td>
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<td>RY: British Columbia</td>
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<td>CMS and cosponsors: CMSW: Gender, Work, and Employment in Academia</td>
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<td>Canadian</td>
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<td>OMT/DB/ODC: OMT/DB/ODC Doctoral Consortium</td>
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<td>RC: Michael Beer Consulting to Build Organization Fitness</td>
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<td>Confederation 3</td>
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<td></td>
<td>OM: Global Manufacturing Research Issues</td>
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<td>OM: Global Service Research Issues</td>
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<td>Confederation 4</td>
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<td>ENT: Entrep. Doctoral Consortium</td>
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<td>Confederation 5</td>
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<td>ODC: Management Rhetoric in Times of Change</td>
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<td>Confederation 6</td>
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<tr>
<td></td>
<td>BPS: Managing Your Dissertation</td>
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<tr>
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<td>JSP: Award-winning</td>
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<tr>
<td></td>
<td>PNP/SIM: Public Corruption Roundtable</td>
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**Hotel Abbreviations:**
- SC: Sheraton Centre
- HT: Hilton
- Off: Off Site
### Sunday Evening, August 6, 2000

<table>
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<tr>
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<th>5:00</th>
<th>5:30</th>
<th>6:00</th>
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<th>7:00</th>
<th>7:30</th>
<th>8:00</th>
<th>8:30</th>
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<tbody>
<tr>
<td>Venue</td>
<td>RY: Ballroom 1</td>
<td>RY: Ballroom 2</td>
<td>RY: Concert Hall</td>
<td>RY: Ontario</td>
<td>AA:</td>
<td>150 AA: Speaker &amp; Meeting</td>
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</table>

#### Venue List
- **RY:** Royal York
- **SC:** Sheraton Centre
- **HT:** Hilton
- **Off:** Off Site

#### Session List
- **CAM:** Journal of Leadership Studies
- **CAM:** J. of Occupational Health Psych.
- **CAM:** Group & Org. Mgmt.
- **CAM:** Management Science
- **CAM:** Administrative Science Quarterly
- **CAM:** Southern Mgmt. Assoc.
- **CAM:** Acadamy of Management Council
- **CAM:** Midwest AOM
- **CAM:** Eastern AOM
- **CAM:** AME Editorial Board
- **CAM:** Western AOM
- **CAM:** Leadership Quarterly
- **CAM:** Exhibits
- **CAM:** Global Networking Area
- **CAM:** Incoming (2000-2001) Program
- **CAM:** Organization Science
- **CAM:** Southwest AOM
- **CAM:** AMR Editorial Board
- **CAM:** All-Academy Reception

**Note:**
- AA: Speaker & Meeting
- 150 AA: Speaker & Meeting
- VH: See Below

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**Hotel Abbreviations:**
- **RY:** Royal York
- **SC:** Sheraton Centre
- **HT:** Hilton
- **Off:** Off Site
<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>7:00</td>
<td>M: JOB Editors</td>
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<td>9:00</td>
<td>M: Membership</td>
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<td>M: Global Networking Area</td>
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<tr>
<td>10:00</td>
<td>S: Web Businesses and Time</td>
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<td>11:00</td>
<td>S: Reaching for the Rainbow</td>
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<td>H: Spirituality in Mgmt. Education</td>
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<td>H: Gender in Negotiation</td>
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<tr>
<td></td>
<td>S: Leadership as Vocation or Calling?</td>
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<td>S: Complexity and Complementarities</td>
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<td>JS: Virtual Teams vs Traditional Teams</td>
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<td></td>
<td>JS: The Village Square</td>
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<tr>
<td></td>
<td>B: SIT: Supportive Organizations</td>
</tr>
<tr>
<td>151</td>
<td>S: MGT in the Past Millennium</td>
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<tr>
<td>153</td>
<td>S: Time and Work/Family</td>
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<td>174</td>
<td>JS: Kairos in Management Education</td>
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<td>175</td>
<td>JS: Boundaries in Tech. Industries</td>
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<td>SIT: The Power of Time</td>
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<td>SIT: Diversity and Identity in Teams</td>
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<td>INT: The Village Square</td>
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<td>B: KBV: Change &amp; Innovation</td>
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<td>CAR: Continuing Evolution of Career Paths</td>
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<td>GDO: The Social Construction of</td>
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<td>HCM: How Change Has Changed</td>
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<td>IM: S: Academic Consulting- Complementary or</td>
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<td>MC: P: Learning as a Developmental</td>
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<td>TIM: P: Incumbents vs. New Entrants</td>
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Hotel Abbreviations: RY=Royal York, SC=Sheraton Centre, HT=Hilton, Off=Off Site
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<tr>
<th>Time</th>
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<td>JS: Group Transactive Memory: Measurement</td>
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<td>JS: Board Room Diversity</td>
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<td>JS: Conflict in Diverse Work Groups</td>
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<td>JS, SC: Civic Ballroom</td>
<td>JS: Sexual Harassment Policy Effects</td>
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<tr>
<td>CAR SC: Elgin</td>
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<td>IPC: Social Construction of Organizations</td>
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<td>IPC: Interorganizational Learning</td>
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<td>OMT SC: Huron</td>
<td>IPC: Reputation and Legitimacy</td>
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<td>ODC SC: Library</td>
<td>IPC: Beyond Linear Change Logics</td>
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<td>OB SC: Conference Room F</td>
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<td>OB SC: Conference Room G</td>
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**Hotel Abbreviations:** RY=Royal York, SC=Sheraton Centre, HT=Hilton, Off=Off Site
Tuesday Afternoon, August, 8, 2000

12:00 12:30 1:00 1:30 2:00 2:30 3:00 3:30 4:00

CAM SC: Grand Ballroom 701 Presidential Luncheon

CAM SC: Sheraton Hall 71 M: Global Networking Area

AA AA: Ontario 766 S: Business Models in a New Time
AA AA: Toronto 767 S: Temporal Patterns of Change
AA,MSR SC: Essex 777 P: MSR Research

SHCSR:Y: Concert Hall 795 JS: Intellectual Property

SHCSR:Y: Quebec 796 JS: New Time in

JS JS: H: McDonald 797 JS: Agent-Based Computational Models
JS JS: RY: Alberta 798 JS: Justice in Employees’ Eyes
JS JS: RY: Territories 799 JS: Organizational Symbolism
JS JS: SC: Civic Ballroom 800 JS: Social Capital in Organizations
JS JS: SC: Conference Room D&E 801 JS: Workplace Aggression Patterns

SIT JS: RY: New Brunswick 804 SIT: Ambivalence and Ambiguity
SIT JS: RY: Saskatchewan 807 SIT: Extending the

SIT SC: Windsor East 826 SIT: Hazards of Political Power
SIT SC: Windsor West 828 SIT: Electronic Media Effects
IPC IPC: RY: Canadian 1 852 IPC: Div. Perspectives-Firm Growth
IPC IPC: RY: Canadian 2 853 IPC: Technology and Strategy
IPC IPC: RY: Canadian 3 858 IPC: Selection and Recruitment
IPC IPC: RY: Canadian 4 854 IPC: Resources and Strategy
IPC IPC: RY: Canadian 5 855 IPC: Decision Making
IPC IPC: RY: Canadian 6 856 IPC: Culture and Work
IPC IPC: RY: Canadian 7 857 IPC: Doing Business in Transition Econs
IPC IPC: RY: Canadian 8 858 IPC: Strategic Change, Learning &
IPC IPC: RY: Canadian 9 859 IPC: Lessons on Leadership
IPC IPC: RY: Canadian 10 860 IPC: Where We’ve Been - Where We’re
IPC IPC: RY: Canadian 12 861 IPC: Building Theory

INT INT: RY: Ballroom 1 999 P: Art/Poetry #3
INT INT: RY: Ballroom 2 999 P: Risk Taking and
BPS H: Tom Thomson 1010 BPS: Teaching
BPS H: Varley 1011 BPS: Teaching
BPS H: Casson 1022 BPS: RBV: Uniqueness & Imitation
CAR SC: Elgin 1033 BPS: Teaching
CM CM: RY: Confederation 4 1059 CM: Conflict in Groups
ENT ENT: RY: Confederation 6 1049 ENT: New Venture Formation
GDO GDO: RY: York 1066 GDO: Persistence of Discrimination in
HCM HCM: SC: City Hall 1039 HCM: S: The Rhythm of Organizational
HR HR: SC: Simcoe 1059 HR: S: Leadership and Occupational
HR HR: SC: Dufferin 1068 P: Training
IM IM: H: Lismer 1071 IM: S: Global Monoculture or Multiculture?
IM IM: H: Carmichael, Jackson 1098 IM: S: Alliance/JV Governance
MED MED: RY: British Columbia 1104 MED: S: Multiple Perspectives on Learning
MH MH: H: Harris 1112 MH: P: Roots of Mgmt. & Future
MOC MOC: RY: Confederation 3 1118 MOC: P: Organizational Transformation
OM OM: RY: Manitoba 1116 OM: S: Knowledge Supply Chain
OMT OMT: SC: Kent 1139 OMT: P: Knowledge Management
OMT OMT: SC: Kenora 1148 OMT: S: Organizational Rules - New
OMT OMT: SC: Huron 1149 OMT: P: Institutional Theory & Strategy

P: CMC and Decision-making
P: Virtual Teams
P: Volunteers, Volunteerism & Voluntary Orgs
S: Methods of Interorganizational
P: Through A Different Lens
P: Ethics I
P: Technology Alliances
P: Managing Innovation Webs

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
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<thead>
<tr>
<th>Time</th>
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<td>Human Relations Reception</td>
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<td>M: MSR Business Meeting</td>
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<td>6:00</td>
<td>M: MSM Social: Celebrating a</td>
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<td>6:30</td>
<td>The Village Square</td>
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<td>7:00</td>
<td>M: BPS Business Awards</td>
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<td>M: Division Business Meeting</td>
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<td>M: IM Division Social</td>
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<td>M: ODC Business Meeting</td>
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<td>M: OCIS Business Meeting</td>
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<td>M: AOM Fellows Reception</td>
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**Tuesday Evening, August 8, 2000**

**Hotel Abbreviations:** RY = Royal York, SC = Sheraton Centre, HT = Hilton, Off = Off Site
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<td>CAM SC: Convention Registration I</td>
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<td>10:00</td>
<td>AA RY: Ontario</td>
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<td>SHCSR:Y: Concert Hall</td>
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<td>SHCSSC: Dominion Ballroom N</td>
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<td>JS: Resistance &amp; Readiness for Chg.</td>
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<td>S: How System Dynamicists View Time</td>
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<td>S: Time in Organizational Life</td>
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<td>S: How System Dynamicists View Time</td>
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<td>S: The Value of Social Capital</td>
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<td>IPC: New Empirical Directions in OCIS</td>
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<td>IPC: Internal &amp; Comparative Perspectives</td>
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<td>IPC: New Direction in HC Research</td>
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<td>BPS: TMT Processes &amp; Outcomes</td>
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<td>BPS: Firm Boundaries/Contracts</td>
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<td>BPS: Strategy and Competition</td>
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<td>CAR SC: Elgin</td>
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<td>CM: In One Way and Out the Other II: The</td>
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<td>ENT: Confederal 6</td>
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<td>GDO: Beautyism, Stigma, and Discrimination</td>
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<td>HCM: Using Qualitative Methods: Avoid at Your Own Risk</td>
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<td>HR: Teamworking and Well-Being</td>
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<td>199</td>
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<td>200</td>
<td>MED: Leadership: A Fresh Look</td>
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<td>ODC: Developing Change Capabilities</td>
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### Wednesday Afternoon, August, 9, 2000

#### 12:00 - 3:30

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<td>JS: Advancing Research on Organizational Change</td>
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<td>JS: Management in Transition Economies</td>
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<td>12:30</td>
<td>JS: Women, Careers, Transitions and Growth</td>
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<td>JS: Lessons from Y2K</td>
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<td>JS: The Temporality of Improvisation</td>
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<td>JS: Competition in the Airline Industry</td>
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<td>JS: Compensation Design</td>
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<td>JS: Integrating Management and Economics</td>
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<td>JS: Making Strategy for a New Time</td>
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<td>JS: Alliances and Performance</td>
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<tr>
<td>2:30</td>
<td>JS: Social Capital, Networks &amp; Entrepreneurship</td>
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<td>JS: Teaching Strategic Management</td>
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<td>3:00</td>
<td>JS: Time to Think Out of the Box?</td>
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<td>JS: Contracts, Employment, and Rent</td>
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<td>3:30</td>
<td>JS: Changing Organizational Design Configurations</td>
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<td>JS: International Careers of Female</td>
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#### Hotel Abbreviations:
- RY=Royal York, SC=Sheraton Centre, HT=Hilton, Off=Off Site
<table>
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<th>Start Time</th>
<th>Event Description</th>
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<td>Board of Governors Meeting • RY: British Columbia</td>
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<td>9:00am</td>
<td>Board of Governors Meeting • RY: The Boardroom</td>
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<tr>
<td>10:00am</td>
<td>AME/EMJ Writers' Workshop • RY: Newfoundland</td>
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<td>12:00pm</td>
<td>Registration • SC: Convention Registration</td>
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<td>5:00pm</td>
<td>JME Reception • RY: York</td>
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<td>5:30pm</td>
<td>Washington 2001 Committee • RY: Newfoundland</td>
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<td>6:00pm</td>
<td>AOM Placement Services • SC: York</td>
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<td>6:30pm</td>
<td>Timeless Learning and Karl Weick • SC: Ballroom West</td>
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<tr>
<td>7:30am</td>
<td>Breakfast with AOM Chairs • SC: Kent</td>
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<td>9:00am</td>
<td>Placement • SC: VideOffice</td>
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<td>9:30am</td>
<td>Executive Committee of Council • SC: Huron</td>
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<td>10:00am</td>
<td>Global Networking Area • SC: Sheraton Hall</td>
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<td>10:30am</td>
<td>People of Color Committee • SC: Dufferin</td>
</tr>
<tr>
<td>12:00pm</td>
<td>Incoming (2000-2001) Program Chairs • SC: Simcoe</td>
</tr>
<tr>
<td>12:15pm</td>
<td>Southern Mgmt. Assoc. • SC: Elgin</td>
</tr>
<tr>
<td>1:00pm</td>
<td>Orientation for New Members • SC: Conference Room B</td>
</tr>
<tr>
<td>2:00pm</td>
<td>AMJ Editorial Board • SC: Elgin</td>
</tr>
<tr>
<td>3:00pm</td>
<td>AOM Educational Board • SC: Wentworth</td>
</tr>
<tr>
<td>3:30pm</td>
<td>Journal of Management Inquiry Reception • RY: Alberta</td>
</tr>
<tr>
<td>4:00pm</td>
<td>AOM Placement Services • SC: York</td>
</tr>
<tr>
<td>9:00am</td>
<td>Placement • SC: VideOffice</td>
</tr>
<tr>
<td>10:00am</td>
<td>Global Networking Area • SC: Sheraton Hall</td>
</tr>
<tr>
<td>12:10pm</td>
<td>JOB Luncheon • RY: Prince Edward Island</td>
</tr>
<tr>
<td>6:30pm</td>
<td>AMJ Journals' Hall of Fame • RY: Toronto</td>
</tr>
<tr>
<td>8:00pm</td>
<td>New &amp; Int'l Members Reception • SC: Dominion Ballroom S</td>
</tr>
</tbody>
</table>

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
**Friday 1:00PM**

1. Meeting: Board of Governors Meeting
   - 1:00-5:00 Royal York: British Columbia
   Organizer: David A. Whetten, Brigham Young U.

**Saturday 9:00AM**

2. Meeting: Board of Governors Meeting
   - 9:30-5:00 Royal York: The Boardroom
   Organizer: David A. Whetten, Brigham Young U.

**Saturday 10:00AM**

3. Meeting: AME/EMJ Writers' Workshop
   - 10:00-12:00 Royal York: Newfoundland
   Organizer: Sheila Puffer, Northeastern U.

**Saturday 12:00PM**

4. Meeting: Registration
   - 12:00-5:00 Sheraton Centre: Convention Registration
   Organizer: Nancy Urbanowicz, Academy of Management

**Saturday 5:00PM**

5. Journal of Management Education Reception
   - 5:00-6:30 Royal York: York
   Organizer: Diana Bilimoria, Case Western Reserve U.

**Saturday 5:30PM**

6. Meeting: Washington 2001 Organizing Committee Meeting
   - 5:30-6:30 Royal York: Newfoundland
   Organizer: Jone L. Pearce, U. of California, Irvine

**Saturday 6:00PM**

7. How to Use Academy of Management Placement Services
   - 6:00-7:00 Sheraton Centre: York
   Presenters: Geralyn McClure Franklin, U. of Texas, Permian Basin; Nancy H. Leonard, Lewis-Clark State College; Mary Jo Vaughan, Mercer U.

**Saturday 6:30PM**

8. Timeless Learning: A Celebration of Management Learning Honouring Karl Weick
   - 6:30-9:00 Sheraton Centre: Ballroom West
   Management Learning, an international, interdisciplinary and innovative journal, is hosting a celebration of learning by honouring Professor Karl Weick and hosting a reception. This event is a unique opportunity to learn about Karl Weick's intellectual journey as an academic and a learner, and his concerns and interests with those of Management Learning. The reception is sponsored by Sage Publications.

**Sunday 7:30AM**

9. Meeting: Breakfast Meeting with Heads of Academy Committees and Current Chairs of Divisions and Interest Groups
   - 7:30-9:00 Sheraton Centre: Kent
   Organizer: Andrew H. Van de Ven, U. of Minnesota

**Sunday 9:00AM**

10. Meeting: Placement
    - 9:00-12:00 Sheraton Centre: VideOffice
    Open to receive forms and to distribute books listing pre-registered applicants and positions.
    Coordinator: Geralyn McClure Franklin, U. of Texas, Permian Basin

11. Meeting: Registration
    - 9:00-5:00 Sheraton Centre: Convention Registration
    Organizer: Nancy Urbanowicz, Academy of Management

12. Meeting: Membership
    - 9:00-3:00 Sheraton Centre: Convention Registration I
    What are the benefits of AOM membership? Want to update your member information? Want to get involved?
    Coordinator: Carolyn Wiley, U. College, Dublin

**Sunday 9:30AM**

13. Meeting: Executive Committee of Council
    - 9:30-10:30 Sheraton Centre: Huron
    Chair: dt ogilvie, Rutgers U.

14. Meeting: Current Program Chairs
    - 9:30-10:20 Sheraton Centre: Kent
    Organizer: Jean M. Bartunek, Boston College

15. Meeting: Officers of Regional AOM Associations and Other Affiliates
    - 9:30-10:30 Sheraton Centre: Simcoe
    Administrator: David A. Whetten, Brigham Young U.

16. Meeting: Newsletter Editors for Professional Divisions and Interest Groups
    - 9:30-10:30 Sheraton Centre: Elgin
    Organizer: Jo Ann M. Duffy, Sam Houston State U.

**Sunday 10:00AM**

17. Meeting: Global Networking Area
    - 10:00-2:00 Sheraton Centre: Sheraton Hall
    Visit the Global Networking Booth. Location: Break area of the Exhibit Hall. The Global Networking Area, cosponsored by the International Theme Committee (formerly IPC) and the Membership Committee, is
### Sunday 10:30AM

18. Meeting: People of Color Committee Meeting  
   - 10:30-12:00 Sheraton Centre: Dufferin  
     Organizer: Stella M. Nkomo, U. of South Africa

19. Meeting: Incoming Chairs of Divisions and Interest Groups  
   - 10:30-12:00 Sheraton Centre: Kent  
     Organizer: Jean M. Bartunek, Boston College

### Sunday 12:00PM

   - 12:00-1:30 Sheraton Centre: Simcoe  
     Organizer: Jone L. Pearce, U. of California, Irvine

   - 12:00-1:30 Sheraton Centre: Dufferin

22. Meeting: Exhibits  
   - 12:00-5:00 Sheraton Centre: Sheraton Hall  
     Coordinator: Philip Stone, Point-One International

23. Meeting: Academy of Management Council  
   - 12:00-2:00 Sheraton Centre: Essex  
     Chair: dt ogilvie, Rutgers U.

24. Meeting: International Theme Committee  
   - 12:00-2:00 Royal York: Jasper 1-266  
     Chair: Morten Huse, Centre for Church Research, Norway/Scandinavian Institute for Research in Entrepreneurship

25. Meeting: AMR Writers Workshop  
   - 12:00-2:00 Sheraton Centre: City Hall  
     Chair: Linn Van Dyne, Michigan State U.

### Sunday 12:15PM

26. Meeting: Officers of the Southern Management Association  
   - 12:15-1:45 Sheraton Centre: Elgin  
     Organizer: Tammy G. Hunt, U. of North Carolina, Wilmington

27. Meeting: Officers of the Southwest Academy of Management  
   - 12:15-1:45 Sheraton Centre: Wentworth  
     Organizer: Diana Reed, Drake U.

28. Meeting: Officers of the Eastern Academy of Management  
   - 12:15-1:45 Sheraton Centre: Kenora  
     Organizer: Joel Harmon, Fairleigh Dickinson U.

29. Meeting: Officers of the Midwest Academy of Management  
   - 12:15-1:45 Sheraton Centre: Huron  
     Organizer: Nancy E. Day, U. of Missouri, Kansas City

30. Meeting: Officers of the Western Academy of Management  
   - 12:15-1:45 Sheraton Centre: Kent  
     Organizer: Gretchen Spreitzer, U. of Southern California

### Sunday 2:00PM

31. Meeting: Orientation for New Members  
   - 1:00-2:00 Sheraton Centre: Conference Room B  
   All new members are welcome to learn about the Academy. Refreshments will be served.  
   Organizer: Carolyn Wiley, U. College, Dublin

32. Meeting: Academy of Management Journal Editorial Board  
   - 2:00-3:30 Sheraton Centre: Elgin  
     Chair: Gregory B. Northcraft, U. of Illinois

33. Meeting: Academy of Management Review Editorial Board  
   - 2:00-3:30 Sheraton Centre: Wentworth  
     Chair: Edward J. Conlon, U. of Notre Dame

34. Meeting: Academy of Management Executive Editorial Board  
   - 2:00-3:30 Sheraton Centre: Kenora  
     Chair: Sheila Puffer, Northeastern U.

35. Meeting: M@n@gement  
   - 2:00-3:30 Sheraton Centre: Huron  
     Chair: Bernard Forgues, U. of Paris

36. Meeting: Leadership Quarterly  
   - 2:00-3:30 Sheraton Centre: Kent  
     Chair: James Hunt, Texas Tech U.

37. Meeting: Organization Science  
   - 2:00-3:30 Sheraton Centre: Simcoe  
     Chair: Claudia Bird Schoonhoven, U. of California, Irvine

38. Meeting: Journal of Organizational Change Management  
   - 2:00-3:30 Sheraton Centre: Conference Room C  
     Chairs: David M. Boje, New Mexico State U.; Nancy E. Landrum, Morehead State U.

   - 2:00-3:30 Sheraton Centre: Conference Room F  
     Chair: Julian Barling, Queen's U.

40. Meeting: Group and Organization Management  
   - 2:00-3:30 Sheraton Centre: Conference Room G  
     Chair: Christopher Earley, Indiana U.

41. Meeting: Journal of Management Inquiry  
   - 2:00-3:30 Royal York: York  
     Chair: Paul M. Hirsch, Northwestern U.

42. Meeting: Administrative Science Quarterly  
   - 2:00-3:30 Sheraton Centre: Dufferin  
     Chair: Christine Oliver, York U.

43. Meeting: Organization  
   - 2:00-3:30 Royal York: Prince Edward Island  
     Chairs: Marta B. Calas, U. of Massachusetts, Amherst; Rosemary Nixon, Sage Publications, UK; Linda Smircich, U. of Massachusetts, Amherst

44. Meeting: Journal of Operations Management  
   - 2:00-3:30 Royal York: New Brunswick  
     Organizer: Cecil Chester Bozarth, North Carolina State U.

45. Meeting: Journal of Management Education  
   - 2:00-3:30 Royal York: Nova Scotia  
     Chair: Diana Bilimoria, Case Western Reserve U.
45. **Organization Science Editorial Review Board Reception**
   - 3:30- 5:00 Sheraton Centre: Civic Ballroom
   - Organizers: Claudia Bird Schoonhoven, U. of California, Irvine; Andrea Canfield, Organization Science

47. **Journal of Management Inquiry Reception**
   - 3:30- 5:00 Royal York: Edmonton
   - Organizer: Paul M. Hirsch, Northwestern U.

48. **Meeting: Journal of Leadership Studies**
   - 3:30- 5:00 Sheraton Centre: Conference Room D
   - Chair: Richard M. Hodgetts, Florida International U.

49. **Meeting: Journal of Management**
   - 3:30- 5:00 Sheraton Centre: Conference Room C
   - Chair: K. Michelle Kacmar, Florida State U.

50. **Meeting: Management Science**
   - 3:30- 5:00 Sheraton Centre: Conference Room G
   - Chair: Linda Argote, Carnegie Mellon U.

51. **Meeting: Management Learning**
   - 3:30- 5:00 Sheraton Centre: Kenora
   - Chairs: Christopher Grey, U. of Cambridge; Elena P. Antonacopoulou, U. of Manchester

52. **Meeting: Executive Committee Meetings of Divisions and Interest Groups**
   - 3:30- 5:00 Various Hotels: See Below
   - Business Policy and Strategy, RY Quebec Saturday 1-6p
   - Careers, SC Elgin
   - Conflict Management, RY Confederation 4
   - Entrepreneurship, RY Confederation 6
   - Gender and Diversity in Organizations, RY York
   - Health Care Management, SC City Hall
   - Human Resources, SC Simcoe
   - International Management, H Lismier
   - Management Consulting, RY Nova Scotia
   - Management Education and Development, RY British Columbia
   - Management History, H Harris
   - Management, Spirituality, and Religion, SC Essex
   - Managerial and Organizational Cognition, RY Confederation 3
   - Operations Management, RY Manitoba
   - Organization and Management Theory, SC Huron
   - Organization Development and Change, RY Library
   - Organizational Behavior, SC Conference Room F
   - Organizational Communication and Information Systems, RY Confederation 5
   - Organizations and the Natural Environment, RY Tudor 7
   - Public and Nonprofit, RY Tudor 8
   - Research Methods, SC Wentworth
   - Social Issues in Management, SC Dominion Ballroom South
   - Technology and Innovation Management, RY Algonquin

53. **Meeting: Academy of Management Learning Journal**
   - 3:30- 5:00 Sheraton Centre: Conference Room B
   - Chair: Roy J. Lewicki, Ohio State U.

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46. **How to Use the Academy of Management Placement Services**
   - 4:00- 5:00 Sheraton Centre: York
   - Presenters: Geralyn McClure Franklin, U. of Texas, Permian Basin; Nancy H. Leonard, Lewis-Clark State College; Mary Jo Vaughan, Mercer U.

55. **All-Academy Reception**
   - 7:15- 9:00 Royal York: Concert Hall
   - The Toronto 2000 Organizing Committee welcomes you to the annual meeting. Come and enjoy the good times! Sponsored by Queen’s U., U. of Toronto, and Texas A&M U.
   - Hosts: Jean M. Bartunek, Boston College; Paul A. Necochea, Boston College; Jone L. Pearce, U. of California, Irvine; Wendy Gillett, U. of California, Irvine; Barbara Kelsey, Ryerson Polytechnic U.; J Keith Murnighan, Northwestern U.; Jia Lin Xie, U. of Toronto/City U. of Hong Kong; Joan L. Weiner, Drexel U.; William Snively, U. of Miami; Karen S. Whelan-Berry, Samford U.; Philip Stone, Point-One International;
   - Geralyn McClure Franklin, U. of Texas, Permian Basin; Stephen J. Havlovic, U. of Wisconsin, Whitewater; E. James Flynn, Wake Forest U.; Morten Huse, Centre for Church Research, Norway/Scandinavian Institute for Research in Entrepreneurship; Alan B. Eisner, Pace U.; Carolyn Wiley, U. College, Dublin; Nancy Urbanowicz, Academy of Management; Terese Loncar, Academy of Management

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56. **All-Academy Party**
   - 9:00- 11:59 Royal York: Concert Hall
   - Come party with Canada's own Hip Kings; can you feel the heat? - Guaranteed to get you up dancing to your favourite rock, R&B and dance hits!
   - Coordinator: Barbara Kelsey, Ryerson Polytechnic U.

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57. **Meeting: Placement**
   - 9:00- 5:00 Sheraton Centre: VideOffice
   - Open to receive forms and to distribute books listing pre-registered applicants and positions.
   - Coordinator: Geralyn McClure Franklin, U. of Texas, Permian Basin

58. **Meeting: Registration**
   - 9:00- 5:00 Sheraton Centre: Convention Registration
   - Organizer: Nancy Urbanowicz, Academy of Management

59. **Meeting: Membership**
   - 9:00- 4:00 Sheraton Centre: Convention Registration I
   - What are the benefits of AOM membership? Need to update your member information? Want to get involved?
   - Coordinator: Carolyn Wiley, U. College, Dublin

60. **Meeting: Exhibits**
   - 9:00- 5:00 Sheraton Centre: Sheraton Hall
   - Coordinator: Philip Stone, Point-One International

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61. **Meeting: Global Networking Area**
   - 10:00- 4:00 Sheraton Centre: Sheraton Hall
   - Visit the Global Networking Booth. Location: Break area of the Exhibit Hall. The Global Networking Area, cosponsored by the International Theme Committee (formerly IPC) and the Membership Committee, is the official area for breaks, refreshments, interesting short programs, discussions, and literature concerning international opportunities for Academy members. Come visit us! Sponsored by York U.
   - Coordinators: Ann Gregory, Memorial U. of Newfoundland; Carolyn Wiley, U. College, Dublin

62. **Meeting: Journal of Organizational Behavior Consulting Editors**
   - 10:00- 12:00 Royal York: Prince Edward Island
   - Chair: Denise M. Rousseau, Carnegie Mellon U.
63. **Journal of Organizational Behavior Luncheon**
- 12:10-2:10 Royal York: Prince Edward Island
Organizer: Denise M. Rousseau, Carnegie Mellon U.

64. **Meeting: Reception Honoring the Academy Journals' Hall of Fame**
- 6:30-8:00 Royal York: Toronto
Coordinator: Thomas W. Lee, U. of Washington

65. **Reception for New and International Members**
- 8:00-10:00 Sheraton Centre: Dominion Ballroom S
The President and Board of Governors welcome you to come by and be festive! Come mingle with friends and colleagues. Sponsored by Brigham Young U.
Host: David A. Whetten, Brigham Young U.

66. **Meeting: Placement**
- 9:00-5:00 Sheraton Centre: VidéOﬃce
Open to receive forms and to distribute books listing pre-registered applicants and positions.
Coordinator: Geralyn McClure Franklin, U. of Texas, Permian Basin

67. **Meeting: Registration**
- 9:00-5:00 Sheraton Centre: Convention Registration
Organizer: Nancy Urbanowicz, Academy of Management

68. **Meeting: Membership**
- 9:00-11:00 Sheraton Centre: Convention Registration I
What are the benefits of AOM membership? Need to update your member information? Want to get involved?
Coordinator: Carolyn Wiley, U. College, Dublin

69. **Meeting: Exhibits**
- 9:00-5:00 Sheraton Centre: Sheraton Hall
Coordinator: Philip Stone, Point-One International

70. **Presidential Luncheon**
- 12:00-2:00 Sheraton Centre: Grand Ballroom
President David Whetten will address the Academy in this session. Winners of the Distinguished Service, Scholar and Educator Awards, the Terry Book Award and the various Best Paper Awards will be announced by President-Elect Andrew Van de Ven.
Chair: Andrew H. Van de Ven, U. of Minnesota
Keynote Speaker: David A. Whetten, Brigham Young U.

71. **Meeting: Global Networking Area**
- 2:00-5:00 Sheraton Centre: Sheraton Hall
Visit the Global Networking Booth. Location: Break area of the Exhibit Hall. The Global Networking Area, cosponsored by the International Theme Committee (formerly IPC) and the Membership Committee, is the official area for breaks, refreshments, interesting short programs, discussions, and literature concerning international opportunities for Academy members. Come visit us! Sponsored by York U.
Coordinators: Ann Gregory, Memorial U. of Newfoundland; Carolyn Wiley, U. College, Dublin

72. **Meeting: Academy of Management Fellows Reception and Dinner**
## Shared Professional Development Workshops

**Program Chair:** Jane L. Pearce, U. of California, Irvine  
**Program Coordinator:** Wendy Gillett, U. of California, Irvine

### Friday 9:00AM

87. **SPDW:** (SIM, ONE, MED, PNP) Service-Learning Community  
88. **SPDW:** 9:00 - 8:00 Off Site: Toronto Covenant House  

### Shared Program

<table>
<thead>
<tr>
<th>Start</th>
<th>Shared Program</th>
</tr>
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<tbody>
<tr>
<td>9:00am</td>
<td>1. SPDW: Service-Learning Community Service Project • Off:Toronto Covenant House</td>
</tr>
<tr>
<td>1:00pm</td>
<td>2. SPDW: Successful Women Worldwide: A New Time for Understanding • SC:Conference Room G</td>
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<tr>
<td>2:00pm</td>
<td>3. SPDW: Global Management and the Science of Time • Off:Ontario Science Centre</td>
</tr>
</tbody>
</table>
| 3:00pm        | 4. SPDW: CMSW Doctoral Workshop • SC:York  
| 4:00pm        | 5. SPDW: CMSW Junior Faculty Workshop • SC:York  
| 5:00pm        | 6. SPDW: CMSW: What's Critical? • RY:Ontario |
| 6:00pm        | 7. SPDW: Making Learning Real: The Ohio Model. • SC:Dufferin |
| 7:00pm        | 8. SPDW: Making Time to Talk • SC:Conference Room D |
| 8:00pm        | 9. SPDW: Teaching OB with Technology • Off:Ryerson Polytechnic U. |
| 9:00pm        | 10. SPDW: OCIS/TIM Junior Faculty Consortium • SC:Carleton |
| 10:00am       | 11. SPDW: Designing HCM Courses • SC:Kenora  
| 11:00am       | 12. SPDW: New Doctoral Students Consortium • RY:Upper Canada |
| 12:00pm       | 13. SPDW: Bringing Complexity Theory to Bear • SC:Elgin |
| 1:00pm        | 14. SPDW: Three Conversations on Org. Knowledge • SC:Ballroom Centre |
| 2:00pm        | 15. SPDW: Stakeholder Learning Dialogs • SC:Norfolk |
| 3:00pm        | 16. SPDW: 4 Perspectives on Careers • HC:Jackson |
| 4:00pm        | 17. SPDW: CMSW: Practice/Activity Theory • RY:Ontario |
| 5:00pm        | 18. SPDW: CMSW: Teaching Critically • RY:Tudor 7 |
| 6:00pm        | 19. SPDW: Teaching Cognition • RY:York |
| 7:00pm        | 20. SPDW: Quantitative Methods and Complexity Theory • SC:Conference Room E |
| 8:00pm        | 21. SPDW: Structural Equation Modeling in Cross-Cultural Research • SC:Elgin |
| 9:00pm        | 22. SPDW: Problem-Based Learning in Business Schools • RY:Salon A |
| 10:00am       | 23. SPDW: Case Critique Colloquium • SC:York |
| 11:00am       | 24. SPDW: Workship:Student Consult Prep • SC:Keston  
| 12:00pm       | 25. SPDW: Reflecting on & Applying Learning • SC:Conference Room D |
| 1:00pm        | 26. SPDW: Nonprofit Management Education • RY:British Columbia |
| 2:00pm        | 27. SPDW: Critical Perspectives on Strategy • RY:Tudor 7 |
| 3:00pm        | 28. SPDW: Structural Hole Opportunities • RY:Confederation 5 |
| 4:00pm        | 29. SPDW: Roundtables with editors • HC:Tom Thomson |
| 5:00pm        | 30. SPDW: CMSW Reception and Roundtables • RY:Ballroom |
| 6:00pm        | 31. SPDW: All Doctoral Students Reception • RY:Upper Canada |
| 7:00pm        | 32. SPDW: CMSW: Social Time • RY:Ballroom |
| 8:00pm        | 33. SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom |
| 9:00pm        | 34. SPDW: Statistical Software for Data Analysis • H:Valley |
| 10:00am       | 35. SPDW: OMT/IOB/ODC Doctoral Consortium • RY:Canadian |
| 11:00am       | 36. SPDW: Strategic E-Business Opportunities • HC:McDonald |
| 12:00pm       | 37. SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom |
| 1:00pm        | 38. SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia |
| 2:00pm        | 39. SPDW: Three Conversations -- Conclusion • SC:Ballroom West |
| 3:00pm        | 40. SPDW: Collaboration in Research and Teaching • SC:Ballroom Centre |
| 4:00pm        | 41. SPDW: OMT/IOB Junior Faculty Consortium • SC:City Hall |
| 5:00pm        | 42. SPDW: Organizational Research and Methods • RY:Ontario |
| 6:00pm        | 43. SPDW: Re-Creating Time for Teaching OMT • SC:Ballroom West |
| 7:00pm        | 44. SPDW: Backlash, Academia and Change • RY:Tudor 7 |
| 8:00pm        | 45. SPDW: How International Members Can Become Leaders in AoM • SC:Conference Room G |
| 9:00pm        | 46. SPDW: Public Corruption Roundtable • RY:Jasper L-266 |
| 10:00am       | 47. SPDW: Aldrich as Author Meets Critics • RY:Territory |
| 11:00am       | 48. SPDW: Practical Insights for E-Business Transformations • HC:McDonald |
| 12:00pm       | 49. SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom |

**A service-learning project at Covenant House Toronto, Canada’s largest youth shelter. Pre-registration requested. For more information, or to pre-register, contact Gordon Rands, 309-298-1342 or GP-Rands@wiu.edu**  
Organizers: Larry Lad, Butler U.; Gordon P. Rands, Western Illinois U.
Friday 1:00PM

79. ⇡ SDPW:(ITC, IM, GDO) Successful Women Worldwide: A New Time for Understanding
   - 1:00 - 4:00 Sheraton Centre: Conference Room G
   - Preregistration with Betty Punnett (eureka@caribsurf.com) required.
   - Organizer: Betty Jane Punnett, U. of the West Indies/U. of Windsor
   - Panel: Jo Ann M. Duffy, Sam Houston State U.; Suzy Fox, Loyola U., Chicago; Ann Gregory, Memorial U. of Newfoundland; Terri Lituchy, Concordia U.; Miguel Olivas, U. of Pittsburgh/TESEM, Monterey

80. ⇡ SDPW:(IM, MOC, OMT, BPS, OB) Chronos and Kairos: Global Management and the Science of Time
   - 1:00 - 8:00 Off Site: Ontario Science Centre
   - Session held at Ontario Science Centre from 1 to 8 p.m.
   - Preregistration with Martha Maznevski (Martha@virginia.edu) required. US $15 registration fee; Session held at Ontario Science Center; Co-sponsored by the Institute of International Business(IB), Stockholm School of Economics.
   - Organizers: Martha L. Maznevski, U. of Virginia; Mary E. Zellmer-Brunn, U. of Minnesota
   - Panel: Stuart Albert, U. of Minnesota; Neal M. Ashkanasy, U. of Queensland/Purdue U.; Allen C. Bluedorn, U. of Missouri; Columbia; Peter Anthony Clark, U. of Birmingham, UK; Cristina Gibson, U. of Southern California; Melinda Mayfield, Purdue U.; Gerard Okhuysen, U. of Texas; Dallas; Mary J. Waller, U. of Illinois; Urbana-Champaign; Srilata Zaheer, U. of Minnesota

81. SDPW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop
   - 1:00 - 6:00 Sheraton Centre: Norfolk
   - Pre-registration and fee required: info at http://aom.pace.edu/cms/
   - Organizer: Craig VanSandt, Virginia Polytechnic Institute and State U.
   - Panel: Walter Nord, U. of South Florida; George Watson, Saint John's U.; Libby Bishop, Institute for Research on Learning; Bart Victor, Vanderbilt U.; James P. Walsh, U. of Michigan; Bruce Barry, Vanderbilt U.; Maureen Scully, Simmons College; Nancy B. Kurland, U. of Southern California; Linda Forbes, Marist College; James R. Barker, United States Air Force Academy; Linda Smircich, U. of Massachusetts, Amherst

Friday 3:00PM

82. SDPW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop
   - 3:00 - 6:00 Sheraton Centre: York
   - Pre-registration and fee required: info at http://aom.pace.edu/cms/
   - Organizer: Vanessa Hill, Winthrop U.
   - Panel: Leon Levitt, Madonna U.; Joanne Martin, Stanford U.; Karl E. Weick, U. of Michigan

Friday 6:00PM

83. SDPW:(OMT, OB, ODC) OMT/OB/ODC Doctoral Consortium -- Friday Welcome Session
   - 6:00 - 8:00 Sheraton Centre: City Hall
   - Nominate participants to: Prof. Kim Elsbach, Graduate School of Management, UC Davis, Davis, CA 95616, (530) 752-0910, kdelsbach@ucdavis.edu (please indicate divisional membership).
   - Organizers: Kimberly D. Elsbach, U. of California, Davis; Ranjay Gulati, Northwestern U.; Robert Folger, Tulane U.; Kenneth Murrell, U. of West Florida; Ram Tenkasi, Benedictine U.

84. SDPW:(OMT, OB) OMT/OB Junior Faculty Consortium
   - 6:00 - 9:00 Sheraton Centre: Simcoe & Dufferin
   - Nominate participants to: Stephen James Mezias, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas; Lori Rosenkopf, U. of Pennsylvania; Sigal Barsade, Yale U.

85. SDPW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critics
   - 6:00 - 9:00 Sheraton Centre: Conference Room B&C
   - Pre-registration and fee required: info at http://aom.pace.edu/cms/
   - Organizer: Paul Adler, U. of Southern California

Saturday 7:30AM

86. SDPW:(BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Breakfast
   - 7:30 - 8:00 Royal York: Ontario
   - Pre-registration and fee required: info at http://aom.pace.edu/cms/
   - Organizer: Paul Adler, U. of Southern California

Saturday 8:00AM

87. SDPW:(OMT, OB, ODC) OMT/OB/ODC Doctoral Consortium -- Saturday Session
   - 8:00 - 5:00 Royal York: Canadian
   - Nominate participants to: Prof. Kim Elsbach, Graduate School of Management, UC Davis, Davis, CA 95616, (530) 752-0910, kdelsbach@ucdavis.edu (please indicate divisional membership).
   - Organizers: Kimberly D. Elsbach, U. of California, Davis; Ranjay Gulati, Northwestern U.; Robert Folger, Tulane U.; Kenneth Murrell, U. of West Florida; Ram Tenkasi, Benedictine U.

88. SDPW:(OMT, OB) OMT/OB Junior Faculty Consortium
   - 8:00 - 5:30 Sheraton Centre: City Hall
   - Pre-registration required.
   - Nominate participants to: Stephen James Mezias, New York U.; Anne M. O'Leary-Kelly, U. of Arkansas; Lori Rosenkopf, U. of Pennsylvania; Sigal Barsade, Yale U.

89. SDPW:(IM, RM) Social Networks Research
   - 8:00 - 5:00 Sheraton Centre: York
   - Refreshments provided; Bring your own laptop computer.
   - Preregistration with Nick Athanassios (nickath@neu.edu) required. US $40 registration fee.
   - Organizer: Nicholas Athanassiou, Northeastern U.

90. SPDW:\{(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)\} CMSW Plenary: What's Critical about Critical Management Studies?
- 8:00 - 10:00 Royal York: Ontario
Pre-registration and fee required: info at http://aom.pace.edu/cms/
Chair: Paul Adler, U. of Southern California
Presenters: Marta B. Calas, U. of Massachusetts, Amherst; Erica Gabrielle Folyd, Boston College; Cynthia Hardy, U. of Melbourne; John Jermier, U. of South Florida; Tony Tinker, Baruch College; Hugh Willmott, U. of Manchester

91. SPDW:\{(MED, ODC)\} Making Learning Real: The Ohio Model. Workshop on Integrated, Problem-based Learning
- 8:00 - 12:00 Sheraton Centre: Dufferin
Limited space of 48 participants. E-mail Mary Tucker at tuckerm1@ohiou.edu. Pre-registration is not mandatory but encouraged.
Organizer: Mary L. Tucker, Ohio U.
Facilitators: Richard G. Miller, Ohio U.; Hugh D. Sherman, Ohio U.; Anne M. McCarthy, Colorado State U.
Moderator: Gary Coombs, Ohio U.

92. SPDW:\{(MED, MOC, ODC, ONE, SIM)\} Making Time to Talk: Stakeholder Learning Dialogs
- 8:00 - 9:00 Sheraton Centre: Conference Room D
Part 1 of 3 Part Series
Coordinators: Melissa Baucus, Utah State U.; Brian Shaffer, U. of Maryland

93. SPDW:\{(OB, MED)\} Transcending Temporal Boundaries in Teaching OB: Employing Technology to Change the Ways Students and Professors Use and Experience Technology
- 8:30 - 4:30 Off Site: Ryerson Polytechnic U.
Pre-register with Randall Sleeth at rsleeth@vcu.edu.
Chair: Randall G. Sleeth, Virginia Commonwealth U.

94. SPDW:\{(OCS, TIM)\} OCIS/TIM Junior Faculty Consortium
- 8:30 - 5:00 Sheraton Centre: Carleton
This consortium is designed for faculty in organizational communication, information systems, and technology management who are at the early stages of their academic careers. Session participants must pre-register with JoAnne Yates, Sloan School of Management, MIT (jyates@mit.edu).
Organizer: JoAnne Yates, Massachusetts Institute of Technology

95. SPDW:\{(HCM, MED)\} Designing and Delivering Courses for Students in Health Care Management
- 8:30 - 10:00 Sheraton Centre: Kenora
Pre-register with Kathleen Montgomery at kmont@mail.ucr.edu.
Coordinator: Kathleen Montgomery, U. of California, Riverside
Facilitators: Myron D. Fottler, U. of Central Florida; Leonard H. Friedman, Oregon State U.; Eric S. Williams, U. of Alabama; Tuscaloosa
Panel: Margarete Arndt, Clark U.; Jon A. Chilingerian, Brandeis U.; Martin B. Gerowitz, Xavier U.; Donna Malvey, U. of South Florida

96. SPDW:\{(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM)\} New Doctoral Students Consortium
- 8:30 - 5:00 Royal York: Upper Canada
Sponsored by McMaster U.
Chair: Paul N. Friga, U. of North Carolina, Chapel Hill
Organizers: Melissa Cardon, Columbia U.; Steve Gove, Arizona State U.; Nancy Haus, Case Western Reserve U.
Presenters: Peter J. Lane, Arizona State U.; Kelly Melica, Wake Forest U.; Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology; Jerome A. Katz, Saint Louis U.; Richard M. Hodgetts, Florida International U.; Wayne Hochwarter, U. of Alabama; Jean M. Bartunek, Boston College; Charlotte Sutton, Auburn U.; Hilary Bradbury, Case Western Reserve U.; Glen E. Kreiner, Arizona State U.

Saturday 9:00AM

97. SPDW:\{(OMT, BPS, TIM, RM)\} Bringing Complexity Theory to Bear on Organizations: Work in Progress
- 9:00 - 12:00 Sheraton Centre: Elgin
Participants in this theory-building workshop should preregister with Alan Meyer by email at ameyer@oregon.uoregon.edu.
Organizer: Alan D. Meyer, U. of Oregon
Participants: Kathleen M. Eisenhardt, Stanford U.; Arie Y. Lewin, Duke U.; Andrew M. Pettigrew, U. of Warwick

98. SPDW:\{(OB, BPS, MOC, RM)\} Three Conversations on Organizational Knowledge
- 9:00 - 5:00 Sheraton Centre: Ballroom Centre
Organizers: Mark P. Meckler, U. of Portland; Mark Jenkins, Cranfield School of Management; Vikas Anand, U. of Arkansas
Moderators: C Marlena Fiol, U. of Colorado, Denver; William H. Glick, Arizona State U.; Mary Ann Glynn, Emory U.; Peter J. Lane, Arizona State U.; Anne S. Miner, U. of Wisconsin, Madison; J. C. Spender, New York Institute of Technology

Saturday 9:30AM

99. SPDW:\{(MED, MOC, ODC, ONE, SIM)\} Hands-on Practice in Stakeholder Learning Dialogs
- 9:30 - 12:00 Sheraton Centre: Norfolk
Part two of three-part series.
Facilitators: Jerry M. Calton, U. of Hawaii, Hilo; Steve Payne, Georgia State U.; Joe Raelin, Boston College; Bill Isaacs, Massachusetts Institute of Technology

Saturday 10:00AM

100. SPDW:\{(CAR, MH)\} Four Perspectives on Careers
- 10:00 - 12:00 Hilton: Jackson
Professional Development Workshop Chairs: Shawn M. Carraher, Texas A&M U.; Gayle M. Baugh, U. of West Florida
Presenters: Daniel A. Wren, U. of Oklahoma; John B. Miner, Georgia State U.; Elliott Jaques, George Washington U.; Barbara Lawrence, U. of California, Los Angeles

101. SPDW:\{(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)\} CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
- 10:00 - 1:00 Royal York: Ontario
Pre-registration and fee required: info at http://aom.pace.edu/cms/
Chair: Stephen J. Jaros, Southern U.
102. **SPDW:**[CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   - **Sat** 1:00PM
   - **10:00- 1:30** Royal York: Tudor 7
   - **Pre-registration and fee required:** [info at aom.pace.edu/cms/Chair](http://aom.pace.edu/cms/Chair)
   - **Presenters:** Rosemary Albertine McGowan, Wilfrid Laurier U.; Ann L. Cunliffe, U. of New Hampshire; Liz Fulop, Griffith U.; Stephen A. Linstead, Sunderland Business School

103. **SPDW:**[MOC, MED] Teaching Managerial and Organizational Cognition: Exploring Successful Strategies
   - **Sat** 1:00PM
   - **1:00- 4:00** Royal York: York
   - **Coordinator:** Andrea Casey, George Washington U.
   - **Facilitators:** Rhonda K. Reger, U. of Maryland, College Park; Marvin L. Manheim, Northwestern U.

104. **SPDW:**[OMT, BPS, TIM, RM] Quantitative Methods for Applying Complexity Theory to Organizations
   - **Sat** 1:00PM
   - **1:00- 3:00** Sheraton Centre: Conference Room E
   - **Participants in this methodological workshop should preregister with Philip Anderson by email at philip.anderson@dartmouth.edu.**
   - **Organizer:** Philip C. Anderson, Dartmouth College
   - **Presenters:** Kathleen M. Carley, Carnegie Mellon U.; Kevin Dooley, Arizona State U.; Claudia Bird Schoonhoven, U. of California, Irvine; Olav Sorenson, U. of California, Los Angeles

105. **SPDW:**[IM, RM] Structural Equation Modeling in Cross-Cultural Research
   - **Sat** 1:00PM
   - **1:00- 4:30** Sheraton Centre: Elgin
   - **Bring your own laptop computer:** Light refreshments provided.
   - **Preregistration with Gordon Cheung (gordonc@cuhk.edu.hk) required.**
   - **Organizer:** Gordon W. Cheung, Chinese U. of Hong Kong
   - **Panel:** David Chan, National U. of Singapore; Charles Lance, U. of Georgia; Neal Schmitt, Michigan State U.; Robert J. Vandenberg, U. of Georgia; Darin Wiechmann, Michigan State U.; Larry J. Williams, Virginia Commonwealth U.

106. **SPDW:**[ODC, MED] Problem-Based Learning: Varieties of Experience in Business Schools
   - **Sat** 1:00PM
   - **1:00- 5:00** Royal York: Salon A
   - **Presents how PBL can be used in the classroom and considers issues of implementation in business programs (complements O.U. session).**
   - **Organizers:** Ronald E. Purser, San Francisco State U.; Max Elden, U. of Houston; Gary Coombs, Ohio U.
   - **Presenters:** Ronald E. Purser, San Francisco State U.; Max Elden, U. of Houston; Gary Coombs, Ohio U.; Karen S. Whelan-Berry, Samford U.; Michael W. Stebbins, California Polytechnic State U., San Luis Obispo

107. **SPDW:**[BPS, MED] Case Critique Colloquium
   - **Sat** 1:00PM
   - **1:00- 5:00** Sheraton Centre: Norfolk
   - **Organizers:** John F. Mahon, Boston U.; Timothy W. Edlund, Morgan State U.
   - **Panel:** John A. Seeger, Bentley College

108. **SPDW:**[MED, MC] Workshop on Student Consulting Projects
   - **Sat** 1:00PM
   - **1:00- 4:00** Sheraton Centre: Kent
   - **Organizer:** Richard Dunford, Macquarie U.
   - **Facilitators:** Sharon Confessore, George Washington U.; Suzanne Geigel, ProfessionalhouseCoopers; Robert Jenelsky, Ecole Hoteliere de Lausanne, Switzerland

109. **SPDW:**[MED, MOC, ODC, ONE, SIM] Reflecting on & Applying Learning on Stakeholder Dialog
   - **Sat** 1:30PM
   - **1:30- 3:30** Sheraton Centre: Conference Room D
   - **This is part three of a three part series.**
   - **Organizers:** Melissa Baucus, Utah State U.; Brian Shaffer, U. of Maryland
   - **Facilitators:** Robert Edward Freeman, U. of Virginia; Sandra A. Waddock, Boston College; Ann Svendsen, Simon Fraser U.

110. **SPDW:**[PNP, CAR, HCM, MED] Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue
   - **Sat** 2:30PM
   - **2:00- 5:00** Royal York: British Columbia
   - **Moderator:** Ralph S. Brower, Florida State U.
   - **Panel:** John D. Aram, Case Western Reserve U.; Leonard H. Friedman, Oregon State U.; Brenda Gainer, York U.; Charlotte Gibson, Easter Seals Society, Ontario; James D. Hart, Toronto Canada Mission, Church of Jesus Christ of Latter Day Saints; Robert M. Sheehan Jr., Leader Shape Inc; John Palmer Smith, Case Western Reserve U.; Heather Clark, The Corporation of Massey Hall and Roy Thomson Hall

   - **Sat** 2:30PM
   - **2:30- 5:30** Royal York: Ontario
   - **Pre-registration and fee required:** [info at aom.pace.edu/cms/Presenters: Dvora Yanow, California State U., Hayward; James R. Barker, United States Air Force Academy; Hugh Willmott, U. of Manchester; Julian Orr, Work Practice & Technology Associates; Melissa Gefkin, Sapient Corp.]

112. **SPDW:**[CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM] CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   - **Sat** 3:00PM
   - **2:30- 5:30** Royal York: Tudor 7
   - **Pre-registration and fee required:** [info at aom.pace.edu/cms/Presenters: Tom Kochan, Massachusetts Institute of Technology; Gerald F. Davis, U. of Michigan; David L. Levy, U. of Massachusetts, Boston; Paul M. Hirsch, Northwestern U.]

113. **SPDW:**[ENT, OMT] Structural Holes Analysis of Entrepreneurial Opportunities: A Workshop
   - **Sat** 3:00PM
   - **3:00- 4:30** Royal York: Confederation 5
   - **Facilitator:** Eric L. Hansen, California State U.
   - **Chair:** Stewart Thornhill, York U.
   - **Presenter:** Ronald S. Burt, U. of Chicago

114. **SPDW:**[CAR, RM] Careers & Theory: Open Roundtables with Editors
   - **Sat** 3:00PM
   - **3:00- 5:00** Hilton: Tom Thomson
   - **Chairs:** Shawn M. Carragher, Texas A&M U.; Gayle M. Baugh, U. of West Florida

Friends of CMSW welcome! More info at http://aom.pace.edu/cms/

All doctoral students are invited for an evening of fun and networking!

Attendees will gain a better appreciation of the strategy, policy, and change management issues facing contemporary firms in their E-business transformations. Presenters include researchers from strategy, policy, and information systems. Participants must pre-register by contacting either V. Sambamoorthi (smorthy@rhsmith.umd.edu) or Ranjaj Gullati (r-gullati@nwu.edu).

Organizer: V. Sambamoorthi, U. of Maryland

Presenters: Anil K. Gupta, U. of Maryland, College Park; Sirkka Jarvenpaa, U. of Texas; Arun Rai, Georgia State U.; Albert H. Segars, U. of North Carolina, Chapel Hill

Organizer: Paul Adler, U. of Southern California
Sunday 8:30AM

124. SPDW:(OMT, BPS, MOC, RM) Three Conversations on Organizational Knowledge -- Conclusion
   • 8:30- 9:30 Sheraton Centre: Ballroom West
Organizers: Mark P. Meckler, U. of Portland; Mark Jenkins, Cranfield School of Management; Vikas Anand, U. of Arkansas
Presenter: C Marlena Fiol, U. of Colorado, Denver
Participants: William H. Glick, Arizona State U.; Mary Ann Glynn, Emory U.; Peter J. Lane, Arizona State U.; Anne S. Miner, U. of Wisconsin, Madison; J. C. Spender, New York Institute of Technology

125. SPDW:(OMT, OB) Time Out to Work on Dilemmas of Collaboration in Research and Teaching
   • 8:30- 12:00 Sheraton Centre: Ballroom Centre
Faculty and Ph.D. students should register with Jane Dutton (jandut@umich.edu) by July 25.
Organizer: Jane E. Dutton, U. of Michigan

126. SPDW:(OMT, OB) OMT/OB Junior Faculty Consortium
   • 8:30- 12:00 Sheraton Centre: City Hall
Pre-registration required.

127. SPDW:(OB, BPS, HR, ODC, OMT, RM) All Times Are Not The Same: A Workshop on Temporal Questions in Organizational Research and Methods for Studying Them
   • 8:30- 12:00 Royal York: Ontario
See www.buec.udel.edu/OBWeb/ for more details after March 15.
Organizer: Allen C. Bluedorn, U. of Missouri, Columbia
Facilitators: Barbara Adam, Cardiff U.; T. K. Das, City U. of New York; Mark P. Kriger, Norwegian School of Management; Heejin Lee, Brunel U.

Sunday 9:30AM

128. SPDW:(OMT, MED) Re-Creating Time: Narrative, Storytelling, and Theatrics for Teaching OMT
   • 9:30- 12:00 Sheraton Centre: Ballroom West
Organizer: Grace Ann Rosile, New Mexico State U.

Sunday 10:00AM

129. SPDW:(GDO, MED) Backlash in Academia: Let’s Talk About It!
   • 10:00- 12:00 Royal York: Tudor 7
Organizers: Belle Rose Ragins, U. of Wisconsin, Milwaukee; Ellen Fagenson-Eland, George Mason U.
**Academy Activities and Committees**

**Professional Development Workshop Chairs:**
- Asia Academy of Management: Chung-Ming Lau, Chinese U. of Hong Kong
- Critical Management Studies: Paul Adler, U. of Southern California
- Iberoamerican Academy of Management: Herman Aguinis, U. of Colorado, Denver
- Iberoamerican Academy of Management: Sigmar Malvezzi, FGVSP-USP
- International Theme Committee: Ann Gregory, Memorial U. of Newfoundland
- Mentoring Committee: Lisa Gundry, DePaul U.
- New Doctoral Student Consortium: Paul N. Friga, U. of North Carolina, Chapel Hill
- Practitioner series: Daniel Twomey, Fairleigh Dickinson U.

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<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tr>
<td>1:00pm</td>
<td>35. (PS) Co-creating for Action • SC: Essex</td>
<td>78. SPDW: Successful Women Worldwide: A New Time for Understanding • SC: Conference Room G</td>
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<td>3:00pm</td>
<td>36. (ITC) Management Post Intrastate Conflicts • SC: Elgin</td>
<td>81. SPDW: CMSW Doctoral Workshop • SC: Norfolk</td>
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<td>4:00pm</td>
<td>38. (ITC) Action research &amp; co-created projects in an open space dialogue</td>
<td>82. SPDW: CMSW Junior Faculty Workshop • SC: York</td>
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<td>6:00pm</td>
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<td>55. SPDW: CMSW Reception for Arriving Critters • SC: Conference Room B&amp;C</td>
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<td>7:30am</td>
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<td>56. SPDW: CMSW Breakfast • Ry: Ontario</td>
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<td>8:00am</td>
<td>37. (ITC) SME and Economic Development Niagara Peninsula Region • H: Carmichael</td>
<td>50. SPDW: CMSW: What’s Critical? • Ry: Ontario</td>
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<td>101. SPDW: CMSW: Practice/Activity Theory • Ry: Ontario</td>
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<td>10:30am</td>
<td>40. (IAM) Graduate Student Consortium • H: Lismer</td>
<td>102. SPDW: CMSW: Teaching Critically • Ry: Tudor 7</td>
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<td>1:30pm</td>
<td>41. (IAM) Paper Session I • H: Lismer</td>
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<td>2:30pm</td>
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<td>111. SPDW: CMSW: Interpretive Methods for Critical Research • Ry: Ontario</td>
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<td>3:30pm</td>
<td>42. (IAM) Paper Session II • H: Lismer</td>
<td>112. SPDW: CMSW: Critical Perspectives on Strategy • Ry: Tudor 7</td>
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<td>6:00pm</td>
<td>43. (IAM) Paper Session II • H: Lismer</td>
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<td>44. (ITC) Internationalization Strategies for the Academy • H: Tom Thomson</td>
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<td>8:00am</td>
<td>45. (MEN) Mentoring Meaningfully • Ry: Tudor 7</td>
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<td>8:15am</td>
<td>46. (PS) Building a Community of Practice • SC: Civic Ballroom</td>
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<td>9:00am</td>
<td>47. (IAM) Asia Academy of Management Meeting • Ry: Tudor 8</td>
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**Friday 1:00PM**

79. ❯ SPDW: (ITC, IM, GDO) Successful Women Worldwide: A New Time for Understanding
   - 1:00 - 4:00 Sheraton Centre: Conference Room G

81. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop
   - 1:00 - 6:00 Sheraton Centre: Norfolk

135. (PS) Co-creating for Action: A Conversation to Promote Co-creation, Transfer, and Use of Knowledge for Organizational Effectiveness
   - 1:00 - 5:00 Sheraton Centre: Essex
   Action research & co-created projects in an open space dialogue
   Organizer: Daniel Twomey, Fairleigh Dickinson U.

**Friday 3:00PM**

82. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop
   - 3:00 - 6:00 Sheraton Centre: York

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Chair: Rupert F. Chisholm, Pennsylvania State U., Harrisburg; Judy O’Neil, Partners for a Learning Organization
Facilitators: Jeana Wirtzenberg, Public Service Enterprise Group; Kathleen Dechant, U. of Connecticut, Stamford; Diane Dixon, D. Dixon & Associates; Joel Harmon, Fairleigh Dickinson U.; Victoria Marsick, Columbia U.; Lena Neal, CSC Consulting; Daniel Kowalski, VA Medical Center; Rita Kowalski, Department of Veterans Affairs; Jim Scaringi, VA Headquarters; Bruce A. Walters, Oklahoma City U.; Michael Frew, Oklahoma City U.; Caesar Douglas, Grand Valley State U.; Ellen Shupe, Grand Valley State U.; Jane Selling, Business Performance Group

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Legend: ≈ theme, ⊕ = teaching, ☯ = management practice, ⊠ = international, Other abbreviations p. A38 - 39
Friday 4:00PM

136. (ITC) Institutional Management in Pre & Post Intra-state Conflicts
   • 4:00- 6:00 Sheraton Centre: Elgin
   What methods and tools (including third party intervention) might help us in managing intra-state conflicts and crises? Case examples.
   Chair: Ann Gregory, Memorial U. of Newfoundland
   Presenters: James Manan, U. of Pittsburgh; Paul Meerts, Conflict Research Unit of Netherlands Institute of International Relations; Raymond Saner, Org. Consultants Ltd.; Lichia Yiu, Center For Socio-Economic Development

Friday 6:00PM

85. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critters
   • 6:00- 9:00 Sheraton Centre: Conference Room B&C

Saturday 7:30AM

86. SPDW: (BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Breakfast
   • 7:30- 8:00 Royal York: Ontario

Saturday 8:00AM

90. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary: What’s Critical about Critical Management Studies?
   • 8:00- 10:00 Royal York: Ontario

   • 8:00- 5:00 Hilton: Carmichael
   Field study in Niagara Peninsula region. Pre-registration required. Contact Benson Honig at benson@research.haifa.ac.il
   Chair: Mark Lee, Lakeland College
   Presenters: Thomas Bryant, Rutgers U.; Benson Honig, U. of Haifa; Raymond Saner, Org. Consultants Ltd.

Saturday 8:30AM

129. (IAM) Strategic Management in the Iberoamerican Context: Setting the Agenda for the XXI Century
   • 8:30- 10:30 Hilton: Lismer
   Chair: Javier Gimeno, INSEAD
   Panel: Juan Jose Duran Herrera, U. Autonoma de Madrid, Spain; Nicolas Majluf, U. Catolica de Chile, Chile; Carlos J. Ruiz Gonzalez, IPADE, Mexico; Fernando Suarez, U. Adolfo Ibanez, Chile

Saturday 10:00AM

96. SPDW: (NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) New Doctoral Students Consortium
   • 8:30- 5:00 Royal York: Upper Canada

Saturday 10:30AM

140. (IAM) Graduate Student Consortium
   • 10:30- 12:30 Hilton: Lismer
   Chair: Herman Aguinis, U. of Colorado, Denver

Saturday 1:30PM

141. (IAM) Symposium: Paper Session I
   • 1:30- 3:30 Hilton: Lismer
   Organizer: Herman Aguinis, U. of Colorado, Denver
   The New World of Labor Relations, Nicolas Majluf, U. Catolica de Chile, Chile; Nureya Abarca, Pontificia U. Catolica, Chile; Dario Rodriguez, Pontificia U. Catolica, Chile
   Design Organizational Structure: Prerequisite to Create Competitive Advantages: Organizational Structure and Systems of Control for the PYMES with the Use of Neuro-Linguistic Programming Techniques (NLP), Martha Gonzalez Adame, U. Autonoma de Aguas Calientes, Mexico
   Cultura Organizacional: Convergencia das Dimensões Esquecidas, Antonio Ferreira Lima, UNEB/DF, Brazil
   Training Programs as an Instrument of Continuous Improvement of Banking Offices: A Model Tested in BSCH, Irene Martin Rubio, U. Complutense, Madrid
   Estudio Empírico Sobre la Gestión de las Instituciones Sin Animo de Lucro: Análisis de un Caso en el Marco Iberoamericano, Mercedes Galan Casquet, U. de Extremadura; Mercedes Galan Casquet, U. de Extremadura; Victor Valero Amaro, U. de Extremadura
   Evidence-Based Administration (EBMa) en la Ensenanza de la Direccion de Empresas, Julio Garcia del Junco, U. de Sevilla, Spain; Cristobal Casanueva Rocha, U. de Sevilla, Spain; Jose Ignacio Rufino Rus, U. de Sevilla, Spain

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
111. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
- 2:30- 5:30 Royal York: Ontario

112. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
- 2:30- 5:30 Royal York: Tudor 7

113. (IAM) Symposium: Paper Session II
- 3:30- 5:30 Hilton: Lismier
Organizer: Herman Aguinis, U. of Colorado, Denver
Universal Practices of Organizational Change Used by Firms: Operating in the Chilean Market, Andres Raineri, Pontificia U. Catolica, Chile
At the Crossroads of Paradigms: Mexican Organizations in Transition, Jose G. Vargas-Hernandez, Centro U. del Sur, U. de Colima
Los Gigantes Cerveceros Crecen a Través de Alianzas Estratégicas: El Caso Brasil, Carlos Mondragon, Instituto Tecnológico Autónomo, México
Competing Strategic Typologies: An Empirical Test Within the Brazilian Insurance Industry, Jorge Ferreira da Silva, Instituto de Administración e Gerencia; Maria A. Campelo de Melo, Pontificia U. Catolica, Rio de Janeiro
El Impacto de los Anuncios de Acuerdos de Cooperación en el Mercado Financiero: El Marco Iberoamericano, Fernando Martin Alcazar, U. de Cadiz; Salustiano Martinez-Fierro, U. de Cadiz
Eficiencia en el Sistema Financiero Español: Una Aproximación a las Cajas de Ahorros de Canarias, Margarita Galvo Alzuru, U. de La Laguna, Spain
Prioridades para Mejorar la Calidad del Servicio Financiero en Canarias, Zenona Gonzalez Aponcio, U. de La Laguna, Spain
The Effects of International Diversification and Product Diversification on Performance Among Latin American Service Firms, Sally Sledge, Old Dominion U.
An Assessment of the Beliefs that Influence Attitudes Toward Privatization in Latin America: The Case of Ecuador, Guillermo Wated, Florida International U.; Juan I. Sanchez, Florida International U.

114. (IAM) Symposium: Paper Session II
- 3:30- 5:30 Hilton: Lismier
Organizer: Herman Aguinis, U. of Colorado, Denver
Universal Practices of Organizational Change Used by Firms: Operating in the Chilean Market, Andres Raineri, Pontificia U. Catolica, Chile
At the Crossroads of Paradigms: Mexican Organizations in Transition, Jose G. Vargas-Hernandez, Centro U. del Sur, U. de Colima
Los Gigantes Cerveceros Crecen a Través de Alianzas Estratégicas: El Caso Brasil, Carlos Mondragon, Instituto Tecnológico Autónomo, México
Competing Strategic Typologies: An Empirical Test Within the Brazilian Insurance Industry, Jorge Ferreira da Silva, Instituto de Administración e Gerencia; Maria A. Campelo de Melo, Pontificia U. Catolica, Rio de Janeiro
El Impacto de los Anuncios de Acuerdos de Cooperación en el Mercado Financiero: El Marco Iberoamericano, Fernando Martin Alcazar, U. de Cadiz; Salustiano Martinez-Fierro, U. de Cadiz
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115. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
- 5:30- 7:30 Royal York: Ballroom
145. (MEN) Meeting: Mentoring Committee: From Exploding Mentoring Mines to Mentoring Meaningfully:
A Role Play and Conversation
- 8:00- 10:00 Royal York: Tudor 7
Mentoring in cross-cultural & diverse developmental relationships
Professional Development Workshop Chairs: Joycelyn Finley-Hervey, Jackson State U.; Lisa K. Gundry, DePaul U.
Discussants: Stacy Blake-Beard, Harvard U.; Belle Rose Ragins, U. of Wisconsin, Milwaukee; Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology
Presenters: Robert Gillon, Jackson State U.; Dan Wentland, Jackson State U.; Donna M. Williams, Jackson State U.

147. (AAM) Meeting: Asia Academy of Management Meeting
- 9:00- 12:00 Royal York: Tudor 8
Research Trends in Asian Management, Business Meeting Following Organizer: Chung-Ming Lau, Chinese U. of Hong Kong

134. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
- 10:30- 12:00 Royal York: Ballroom
**All Academy**

Program Chair: Jia Lin Xie, U. of Toronto/ City U. of Hong Kong

<table>
<thead>
<tr>
<th>Start</th>
<th>Event</th>
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<tbody>
<tr>
<td>2:10pm</td>
<td><strong>148. Symposium: Excellence in the Academy</strong>&lt;br&gt;2:10 - 3:30 Royal York: Toronto&lt;br&gt;One very special Sunday Session! Featuring last year’s Academy Award winning heavyweights Barry Staw, Scholarship Award, Richard Hodgetts, Educator Award, Richard Mowday, Service Award, and Shona Brown and Kathleen Eisenhardt, Terry Book Award. President David Whetten will MC this distinguished panel dealing with excellence in scholarship, teaching, and service in the Academy. Chair: David A. Whetten, Brigham Young U. Presenters: Barry M. Staw, U. of California, Berkeley; Richard M. Hodgetts, Florida International U.; Richard T. Mowday, U. of Oregon; Shona L. Brown, McKinsey &amp; Company; Kathleen M. Eisenhardt, Stanford U.</td>
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<td>3:50pm</td>
<td><strong>149. Symposium: Memory of the Future</strong>&lt;br&gt;3:50 - 5:10 Royal York: Ontario&lt;br&gt;If you think only organizational scholars care about time you are very wrong. Dr. Hooley McLaughlin, Senior Advisor for Science and Technology at the Ontario Science Centre, and Project Leader for Its Timescape Exhibit, will share hard-science-based insights about time in a way even those without a Ph.D. in Quantum Mechanics can understand. Can you spell F-A-S-C-I-N-A-T-I-N-G? Chair: Jean M. Bartunek, Boston College Presenter: Hooley McLaughlin, Ontario Science Centre</td>
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<tr>
<td>5:30pm</td>
<td><strong>150. Symposium: All-Academy Executive Speaker and Meeting</strong>&lt;br&gt;5:30 - 7:00 Royal York: Ontario&lt;br&gt;Presiding: David A. Whetten, Brigham Young U.</td>
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**Sunday 2:10PM**

**148. Symposium: Excellence in the Academy**

One very special Sunday Session! Featuring last year’s Academy Award winning heavyweights Barry Staw, Scholarship Award, Richard Hodgetts, Educator Award, Richard Mowday, Service Award, and Shona Brown and Kathleen Eisenhardt, Terry Book Award. President David Whetten will MC this distinguished panel dealing with excellence in scholarship, teaching, and service in the Academy. Chair: David A. Whetten, Brigham Young U. Presenters: Barry M. Staw, U. of California, Berkeley; Richard M. Hodgetts, Florida International U.; Richard T. Mowday, U. of Oregon; Shona L. Brown, McKinsey & Company; Kathleen M. Eisenhardt, Stanford U.

**Sunday 3:50PM**

**149. Symposium: Memory of the Future**

If you think only organizational scholars care about time you are very wrong. Dr. Hooley McLaughlin, Senior Advisor for Science and Technology at the Ontario Science Centre, and Project Leader for Its Timescape Exhibit, will share hard-science-based insights about time in a way even those without a Ph.D. in Quantum Mechanics can understand. Can you spell F-A-S-C-I-N-A-T-I-N-G? Chair: Jean M. Bartunek, Boston College Presenter: Hooley McLaughlin, Ontario Science Centre

**Sunday 5:30PM**

**150. Symposium: All-Academy Executive Speaker and Meeting**

Presiding: David A. Whetten, Brigham Young U.

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**Monday 8:30AM**

**151. Symposium: Management in the Past Millennium: How We Arrived Here and Where We Are Going**

From medieval times to the end of the past millennium, this symposium not only spans ages, but also a diversity of management views. In so doing it shows us how human history has shaped management theories. By highlighting the emergence of a new management theory jungle, this symposium dares to ask what lies ahead for management in the 21st century.

Organizer: Regina A. Greenwood, Kettering U.

Chair: Richard M. Hodgetts, Florida International U.

Milestones in a Millennium of Organizational Evolution.

Alfred Kieser, U. of Mannheim, Germany


Alan M. Rugman, U. of Oxford


D. Eleanor Westney, Massachusetts Institute of Technology


Daniel A. Wren, U. of Oklahoma; Ronald H. Anderson, U. of Oklahoma

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**Monday 9:00AM**

**152. Symposium: The Time Sensitive Business Case: Implications for Theory, Research, and Pedagogy**

Introducing a new business case format that has been designed to highlight issues of time and timing. Especially the fact that managers believe - and are often correct in doing so - that the moment for effective action is a fleeting one. The new ‘e’ case format is particularly well suited for computer use and web delivery as well as for use in distance education. Advent International Corporation,
Monday 10:40AM

153.SYMposium: Organizing Time: Organizational Practices and Work/Family Relations
- 10:40-12:00 Sheraton Centre: Essex

Struggling to choose between your loved ones and the work you love? It is widely agreed that the institutions of work and family come into frequent conflict in contemporary society. This session focuses on how individuals and organizations can break the deadlock and effectively balance time commitments to work and family. Moreover, it aims to help organizations develop policies and practices to lessen work/family conflicts.

Chair: Janet H. Marler, State U. of New York, Albany
Discussants: Rhonda M. Escobar, U. of Oklahoma; Mark P. Kriger, Norwegian School of Management

154.SYMposium: Web Businesses and Time: International Perspectives on Changing Change Processes
- 10:40-12:00 Royal York: Ontario

Ever pondered how the web alters time and change in organizations? This symposium features an in-depth case of Involve Learning, an e-learning company headquartered in Scandinavia, to illustrate multiple approaches to change implementation. This interactive case will be presented by Odd Skarheim, CEO of Involve Learning.

Chair: Mark P. Kriger, Norwegian School of Management
Presenter: Odd P. Skarheim, Involve Learning
Discussants: Neal M. Ashkanasy, U. of Queensland/Purdue U.; André L. Diezgana, Santa Clara U.; Mark P. Kriger, Norwegian School of Management

Monday 12:20PM

155.SYMposium: Timescapes in Management: Exposing Contradictions, Exploring New Possibilities
- 12:20-2:10 Royal York: Toronto

“A New Time” is about challenging us to face alternative and legitimate but marginalized ways of experiencing temporality. This session, featuring Barbara Adam, the founder and editor of Time and Society, first exposes how the management of public policy, strategy, organizational culture and change is fraught with contradictions that have turned one way of experiencing time into THE one right way. It then comes full circle by presenting the “timescape perspective” as a new means for viewing time as constitutive of human and organizational experience.

Chair: Ronald E. Purser, San Francisco State U.
Discussants: Deborah Ancona, Massachusetts Institute of Technology

156.SYMposium: Eastern and Western Perspectives on Patterning of Time
- 12:20-2:10 Sheraton Centre: Essex

A pluralistic world calls for a profound understanding of views of time across groups and geographies. Scholars from diverse cultures and backgrounds share their perspectives on patterning of time and its socio-cultural-geographic origins. Come to share your own view of time, unless you are scared of what you might find out, of course.

Chair: Rabi S. Bhagat, U. of Memphis
Discussants: Christopher Earley, Indiana U.; Stuart Albert, U. of Minnesota

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B31

Deadlines and Dissertations: Using Action Research to Bridge the Time Demands of Standards-driven School Improvement, Public School Calendar, and the Dissertation Process, Margaret Terry Orr, Columbia U.; Patrick Michel, Pine Bush High School

Review of the Academic-practitioner Initiative at the Academy Annual Meetings: Creating and Sustaining a Pulse in a Virtual Organization - A Possible Model for Creating a Rhythm for Collaboration, Drew L. Harris, Fairleigh Dickinson U.

Discussant: James Clawson, U. of Virginia

### Monday 4:10PM

#### Symposium: Organisation Studies: It's Time for Reflection
- 4:10- 6:00 Sheraton Centre: Essex
- "If you haven't made time yet to take stock of the developments in Organization Studies last century, then make sure you make time for this session this century. An international panel takes up the challenge to provoke and debate conceptions of time and their impact on organizational analysis, reflect on the development of organization theory and engage in real-time reflexivity: You want to hear this!
- **Chair:** Elena P. Antonacopoulou, U. of Manchester
- **Organizer:** Elena P. Antonacopoulou, U. of Manchester
- **Images of Time in Organization Studies**, John Stewart Hassard, U. of Manchester
- **Time, Duration and Simultaneity: Rethinking Process and Change in Organizational Analysis**, Robert Chia, U. of Essex
- **The Futures of Organization Studies**, Christopher Grey, U. of Cambridge
- **The Importance of Time for Organization Theorists**, Mary Jo Hatch, U. of Virginia
- **Uniting Action and Reflection in Time and Space**, Roland Cailori, Ecole de Management Lyon
- **Real-Time Reflexivity in Organization Studies**, Karl E. Weick, U. of Michigan

#### Symposium: Time for Change? Strategic Options for Management Education in the 21st Century
- 4:10- 6:00 Royal York: Ontario
- "The time has come for massive changes in our entire system of management education. This hard-hitting, future-oriented, no-holds-barred panel includes leaders from academia, business and government who are leading the charge. Join the session as we discuss these changes in detail and attempt to flesh out strategic options for management education in the 21st Century."
- **Chair:** Paul N. Friga, U. of North Carolina, Chapel Hill
- **Overview:** Paul N. Friga, U. of North Carolina, Chapel Hill
- **The New Entrant**, Jorge K. De Alva, U. of Phoenix
- **The Regulator**, Larry Gladieux, The College Board
- **Discussant:** Mary Ann Von Glinow, Florida International U.

#### Symposium: A Time for Experimentation and Inquiry into Ourselves? A Collaborative Academic-Practitioner Action Science Experiment in The U.S. Department of Veterans Affairs to Reduce Workplace Stress and Aggression
- 4:10- 6:00 Royal York: Toronto
- "Action inquiry researchers may most add value by applying their expertise during close collaboration with practitioners to co-generate knowledge for action. Although promising for the bottom line and personally gratifying, this represents a radical shift in modus operandi requiring considerable institutional and personal transformation. Join us as we reflect on a joint project with the USDVA. We guarantee you'll take something home."
- **Chair:** Joel Harmon, Fairleigh Dickinson U.

#### Symposium: The Evolution of a Collaboration
- 8:30 - 10:10 Sheraton Centre: Edmonton
- "Headquarters: Robert Petzel, Midwest Network, VHA; Daniel Kowalski, VA Medical Center; Rita Kowalski, Department of Veterans Affairs
- "Antecedents and Consequences of Workplace Stress and Aggression, Joel H. Neuman, State U. of New York, New Paltz
- "Making the Business Case: Linking Corporate Values and HR Practices to Organization Performance via Enterprise-Wide Measurement and Value Chain Analysis, Joel Harmon, Fairleigh Dickinson U.
- "From Knowledge to Expertise and From Distancing to Collaborating: A Time for Transforming Roles and Relationships, Daniel Twomey, Fairleigh Dickinson U.
- "Discussant:** Michael Beer, Harvard U.

- 8:30- 10:10 Royal York: Toronto
- "The question "what can management research contribute to practice?" has been around since our beginnings. Complexity suggests that perhaps the problem is not with the managerial objects or theories but with the temporal nature of our models. Through a complexity lens, questions of prediction no longer take center stage, but are replaced by questions of identity, values, boundaries, environments, pressures, and spaces for action. The panelists have cooperatively prepared a web-based dialogue (available at http://emergence.org/AOM2000) on which the discussion will be based. Not complicated, just complex…"
- **Organizer:** Michael Lissack, Emergence
- **Panel:** Bernard Avashai, KPMG; Max Boisot, Cambridge U.; Michael Cohen, U. of Michigan; Kevin Dooley, Arizona State U.; Alan Kantrow, Monitor Company; Bill McKelvey, U. of California, Los Angeles; Peter Petty, Wall Street Journal; Jan W. Rivkin, Harvard U.
Tuesday 10:30AM

164. Symposium: Time in a Multilevel Organizational Context
- 10:30-11:50 Royal York: Toronto

Over the past decade, there has been increasing research on organizational theory, measurement, and analysis in a multilevel context. Similarly, there have been innovative attempts to understand the role of time in organizational life. The intersection between time and levels is a relatively unexplored area which should yield new insights into how temporal processes relate to organizing. New times and multiple levels, oh, the possibilities…

Chair: Paul S. Goodman, Carnegie Mellon U.
Teams, Timing, and Expanding Levels of Analysis, Deborah Ancona, Massachusetts Institute of Technology; Mary J. Waller, U. of Illinois, Urbana-Champaign
Time & Organizational Linkage, Paul S. Goodman, Carnegie Mellon U.
Markers, Meanings, and Multiple Levels: The Use of Time in Organizational Research, Barbara Lawrence, U. of California, Los Angeles
On Time, Technology Cycles and Organizational Evolution: Notes on Organizing By Times, Michael L. Tushman, Harvard U.

165. Symposium: Work Motivation in the Here and Now: Flow, Sense of Progress and Centeredness
- 10:30-11:50 Sheraton Centre: Essex

Come feel the flow and take something from Buddhist philosophy. This could only be a new perspective on motivation! Much research on motivation has been expectancy based—with behavior driven by anticipated future rewards. This symposium suggests that studying intrinsic motivation requires a shift in temporal perspective to emphasize the “here and now.” Come here, right now!

Chair: Robert E. Quinn, U. of Michigan
When Time Flies By: The Flow Experience, Barbara Schneider, Northwestern U.; Mihalyi Csikszentmihalyi, Claremont Graduate U.
Time Well Spent: The Sense of Progress, Kenneth W. Thomas, Naval Postgraduate School
Time Enough for What’s Important: The Buddhist Notion of Centeredness, Erik Jansen, Naval Postgraduate School

Tuesday 2:00PM

166. Symposium: Business Models in the New Economy
- 2:00-3:20 Royal York: Ontario

We all know of the popularity of e-commerce. E-corporations are experimenting with different business models that range from simple e-shops to complex third-party marketplaces, and new models are emerging all the time. This symposium draws upon actual e-corporate practice from around the world and provides a framework for future discussions about e-business models in new times.

Chair: Vinod K. Jain, Bowling Green State U.
Business Models in the New Economy, Vinod K. Jain, Bowling Green State U.
Electronic Business Models in the Health Industry: A New Era of Revolution and Integration, James B. Goes, Walden U.
Business Model Innovation in E-Commerce: The Roles of Creativity and Complexity Science, dt ogilvie, Rutgers U.
Compelling Models of E-Commerce: Information Flow Control and Transaction Intermediation, Edward W. Rogers, Cornell U.
Value Drivers of E-Commerce Business Models, Raphael Amit, U. of Pennsylvania; Christoph Zott, INSEAD

Discussant: Paul Timmers, European Commission

167. Symposium: Minutes, Moments, and Madness: Exploring Temporal Patterns of Change
- 2:00-3:20 Royal York: Toronto

This symposium focuses on the role of time and timing in organizational change. More specifically, it examines three views of temporal patterns of change: alignment, modeling, and enactment. Following short presentations on each view, the audience will be engaged in conversations about how the three viewpoints might be combined to suggest brand new avenues for research and brand new managerial practices. This truly is the edge of temporality studies.

Chair: Lotte Bailyn, Massachusetts Institute of Technology
Temporal Alignment in Organizations, Deborah Ancona, Massachusetts Institute of Technology
Modeling Temporal Patterns of Change, Stuart Albert, U. of Minnesota
Enacting Temporal Structures in Organizations, JoAnne Yates, Massachusetts Institute of Technology; Wanda J. Orlikowski, Massachusetts Institute of Technology

Tuesday 3:40PM

168. Symposium: Kairos and Chronos: Two Dimensional Time and Its Practical Consequences for Effective Managerial Leadership
- 3:40-5:30 Royal York: Toronto

First, there were spatial levels; now we have time levels! But we do: Kairos and Chronos, the time of the divine and the time of the mundane, have bearing on our management inquiry and practice. Can we use Kairos to develop an objective measure of level of work, an objective measure of level of capability of individuals in relation to level of work, and a comprehensive goal setting system? Yes, but you have to come to find out how!

Chair: Elliott Jaques, George Washington U.
Kairos: The 2nd Dimension of Time, Elliott Jaques, George Washington U.
An Application of Time-span Measurement to Sound Managerial Organization, Thomas Helton, United Stationers
Evaluation of Individual Capability and Talent Pool Development, Kathryn Cason, Cason Hall & Co.
A System of Time Horizons for Strategic Planning and Goal Setting for Consistency in Vertical and Horizontal Alignment of Planning Throughout Managerial Organizations, Charlotte Bygrave, ICOM Information & Communications, Inc.

169. Symposium: Shaping Management and Executive Education for the New Millennium: Time Based Issues and Challenges
- 3:40-5:30 Royal York: Ontario

Find out what leading authorities say about management and executive education in the new millennium. This session explores the issues relating to the impacts of time - in a quantitative and qualitative sense - on the structure, process, content, and direction of management and executive education provided by business schools. What could be more timely than change and permanence in our own work settings?

Chair: Michael K. Badawy, Virginia Polytechnic Institute and State U.
Where Are We At Today in Management and Executive Education? A Time-based Diagnosis, Henry Mintzberg, McGill U.
Why Do We Need to Change? Forces and Drivers Reflecting Impacts of Time on Management and Executive Education...


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Wednesday 8:30AM

170. ⌛ Symposium: Time and Nike
- 8:30 - 10:20 Royal York: Toronto
Just-in-time production? Yes. Just-in-time re-creation of a corporation’s public image? Crazy! Yet Nike Corporation has managed to re-articulate and re-narrate their own labor and ecological practices in novel ways at every junction of its organizational life. A fascinating case on the controversial company that made an empire out of shoes and celebrities out of athletes. This session is truly unique as it dynamically integrates theories of time and Nike’s practices.

Chair: Nancy E. Landrum, Morehead State U.
Attestation: Nike and the Role of Auditing in Decentering the Subject, Leslie S. Oakes, U. of New Mexico
Environmental Rhetoric of Nike, Nancy E. Landrum, Morehead State U.
Sweatshops and Business Citizenship, Jeanne M. Logsdon, U. of New Mexico; Donna J. Wood, U. of Pittsburgh
Nike, the Fair Labor Association, and the Global Alliance for Workers and Communities: The New Private, Voluntary Regulation of Labor Rights and Standards in the Global Economy, Donald Wells, McMaster U.; Josh Greenberg, McMaster U.
Protest and Promotionalism: Nike PR and the Labor Rights Campaign, Graham Knight, McMaster U.; Josh Greenberg, McMaster U.
Discussants: David M. Boje, New Mexico State U.; Amanda Tucker, Nike, Inc.; David Barry, U. of Auckland

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Wednesday 8:50AM

171. ⌛ Symposium: The Role of Time in Organizational Life
- 8:50 - 10:20 Sheraton Centre: Essex
This symposium previews Organization Science's forthcoming call for papers on "Time and Inter-temporal Dynamics in Organizations." The authors assembled to introduce these novel applications of time could be termed a "temporal all-star crew." Watch the virtuosos and virtuosas in action, but don't miss a second of the game!

Chair: Claudia Bird Schoonhoven, U. of California, Irvine
Adaptation as Information Restriction: The Hot Stove Effect, Jerker C. Denrell, Stockholm School of Economics; James G. March, Stanford U.
Sticky Aspirations Across Time: Aspiration-level Updating and Organizational Competitiveness, Henrich R. Greve, U. of Tsukuba
Adaptation and Selection in Organizational Evolution: Theory and Two Empirical Tests, Heather Haveman, Columbia U.
Management and the Challenge of Deep Time, Allen C. Bluedorn, U. of Missouri, Columbia
Discussant: James P. Walsh, U. of Michigan

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Wednesday 10:40AM

172. ⚡ Symposium: Anemophiles or Chronists?
Unique Interpretations of Time by Modern Systems Thinkers
- 10:40 - 12:00 Royal York: Ontario
Not even distance could keep this panel from sharing their systems thinking insights into time! See time be used to uncover obscure interconnections and patterns of behavior. The insights derived from the panel offer ways of understanding time that have rarely been addressed by other scholars. This session is guaranteed to be insightful, informative, and interesting!

Chair: Linda Booth Sweeney, Harvard U.
Presenters: Dennis Meadows, U. of New Hampshire; Elise Boulding, Dartmouth College; Anjali Sastry, U. of Michigan; Peter Senge, Massachusetts Institute of Technology/Society for Organizational Learning
Showcase Symposia
Program Chair: Jean M. Bartunek, Boston College

### Monday 8:30AM

173. **SHCS: (OB, IM, ODC) Virtual Teams: A New Team Form for the New Century? A Multi-disciplinary Scholar-Practitioner Debate Exploring How Different Virtual Teams are From Traditional Teams**

- **Chairs:** Cristina Gibbon, U. of Southern California
- **Discussant:** Susan Cohen, U. of Southern California; Cristina Gibson, U. of Southern California; Arjan Raven, Georgia State U.; Alec Levenson, U. of Southern California; Peter Bartlett, Hewlett-Packard
- **Virtual Teams Are Not Different:** Martha L. Maznevski, U. of Virginia; Nicholas Athanassiou, Northeastern U.; Lena Zander, Stockholm School of Economics
- **Is Virtual the Same as Being There?--Not Really!** Ben Rosen, U. of North Carolina, Chapel Hill; Stacie Furst, U. of North Carolina, Chapel Hill; Richard S. Blackburn, U. of North Carolina; Debra L. Shapiro, U. of North Carolina, Chapel Hill
- **Virtual Teams Are Different:** Julia Gluesing, Wayne State U.; Marietta Baba, Wayne State U.; David Britt, Wayne State U.; Garry Huysse, Proctor & Gamble

**Discussants:** Catherine Durnell Cramton, George Mason U.; Richard S. Blackburn, U. of North Carolina; Stacie Furst, U. of North Carolina

*Winner of OB Division Most Innovative Session*

174. **SHCS: (MED, MOC) Kairos in Management Education: An Opportunity to Reassess the Ideology of Consequentialist Justifications of Learning**

**Chair:** Theresa K. Lant, New York U.; Margaret Peteraf, U. of Minnesota; Mariann Jelinek, NSF

**Discussant:** Edwin M. Epstein, St. Mary's College

**Presenters:** Elena P. Antonacopoulou, U. of Manchester; Frances E. Fabian, Tulane U.; Lynn A. Isabella, U. of Virginia; Christine Quinn Trank, U. of Iowa; Frances J. Milliken, New York U.

### Monday 8:50AM

175. **SHCS: (BPS, OMT, TIM) Firm Boundaries in Technology-Based Industries**

- **Chairs:** Brian S. Silverman, Harvard U.
- **Acquisition Activity and Product Line Scope in the U.S. Medical Sector: Nationality, Corporate Structure, and Resources:** Myles Shaver, New York U.
- **Core Technology, Peripheral Technology, and Corporate Diversification:** Brian S. Silverman, Harvard U.
- **How do Technology-Based Firms Organize their Non-market Strategies?** John Manuel de Figueiredo, Massachusetts Institute of Technology

**Discussant:** Harbir Singh, Massachusetts Institute of Technology

**Who Will Monitor the Monitors? Productivity and Agency in Drug Development:** Pierre Azoulay, Massachusetts Institute of Technology

**Discussant:** Habir Singh, U. of Pennsylvania

### Monday 8:30-10:20 Royal York: Quebec

- **Chairs:** Theresa K. Lant, New York U.; Margaret Peteraf, U. of Minnesota; Mariann Jelinek, NSF

**Discussant:** Edwin M. Epstein, St. Mary's College

**Presenters:** Elena P. Antonacopoulou, U. of Manchester; Frances E. Fabian, Tulane U.; Lynn A. Isabella, U. of Virginia; Christine Quinn Trank, U. of Iowa; Frances J. Milliken, New York U.
Monday 9:00AM


- 9:00 - 10:20 Sheraton Centre: Ballroom East
  Chairs: Duane Windsor, Rice U.; Kathleen A. Getz, American U.

Getting Serious about Corruption: Corporate Strategies to Combat Bribery, Thomas W. Dunfee, U. of Pennsylvania; David Hess, U. of Pennsylvania

OECD and EU Consensus Concerning Global Suppression of Business Corruption, Kathleen A. Getz, American U.; Roger James Volkema, American U.; Duane Windsor, Rice U.

International Anti-Corruption Agreements in Latin America, Bryan W. Husted, ITESM/Instituto de Empresa

Reforming and Closing a Key Loophole in the OECD Corruption Guidelines, Richard P. Nielsen, Boston College

Monday 10:40AM


- 10:40 - 12:00 Royal York: Concert Hall
  Chair: Michael V. Russo, U. of Oregon

Explaining Global Diffusion of ISO 14001 Certification, Charles J. Corbett, U. of California, Los Angeles; David A. Kirsch, U. of California, Los Angeles

An Early Experience with ISO 14001, Larry Chaffan, International Sustainable Development Foundation

Globalization and the Environment: The Role of ISO 14001, Petra Christmann, U. of Virginia; Glen Taylor, U. of Hawaii, Manoa

Taking Stock of ISO 14001 Certifications, Pratima Bansal, U. of Western Ontario; Bineetha Miller, Georgia State U.


179. SHCS:(CM, HR, OB) Puzzles and Paradoxes in Organizational Justice Research

- 10:40 - 12:00 Sheraton Centre: Ballroom Centre
  Chair: Daniel P. Skarlicki, U. of British Columbia

Untangling the Knot of Trust and Betrayal, Sandra L. Robinson, U. of British Columbia; Kurt T. Dirks, Simon Fraser U.; Hakan Ozcelik, U. of British Columbia

Psychological Contracts in Transition: Assimilation or Contrast?, S. Douglas Pugh, San Diego State U.; Daniel P. Skarlicki, U. of British Columbia

Love is Blind and Forgiveness Divine: Reaction to a Leader's Transgressions, Debra L. Shapiro, U. of North Carolina, Chapel Hill; Mary Ann Von Glinow, Florida International U.

Do Outcomes Matter More when Procedural Fairness is High or Low? It Depends on the Dependant Variable, Joel Brockner, Columbia U.; Nace Magner, Western Kentucky U.; Mary Magner, Western Kentucky U.

Discussant: Jerald Greenberg, Ohio State U.

180. ➔ SHCS:(IM, GDO) Relating a New Time to an Old Time: Presenting 1904 Films from Westinghouse

Companies with Discussion on Observed Work Issues

- 10:40 - 12:00 Sheraton Centre: Dominion Ballroom N

Westinghouse Companies Background, Jill R. Hough, U. of Tulsa

Human Resources Issues, Dennis W. Gibson, Troy State U.

Gender Issues, Frieda Reitman, Pace U.; Joy A. Schnee, Rider U.

Preserving an Old Time, Julian Reitman, U. of Connecticut, Stamford

Discussant: Alfred A. Bolton, Averett College

Monday 12:20PM

181. ➔ SHCS:(IM, BPS, OMT) Toward an Understanding of the Role of Government in Strategy and Organization

- 12:20 - 2:10 Sheraton Centre: Ballroom East
  Chair: Paul S. Goodman, Carnegie Mellon U.

Organizing by Personal Relationship Under Non-Facilitative Government: Understanding Trust, Jone L. Pearce, U. of California, Irvine

Transforming State-owned Enterprises in Transition, Mike W. Peng, Ohio State U.


The Role of Government During Economic Transition, Tarun Khanna, Harvard U.


- 12:20 - 2:10 Royal York: Concert Hall
  Chair: Susan M. Awbrey, Oakland U.; Jon L. Awbrey, Oakland U.

University and Knowledge: Governmental Regimes, Technologies of Power and Subjectivity with Special Consideration to the Case of Mexico, Eduardo Ibarra-Colado, U. Autonoma Metropolitana, Iztapalapa, Mexico

Institutionalizing Civic Engagement: Shifting Logics and the Cultural Repackaging of Service Learning in U.S. Higher Education, Michael Lounsbury, Cornell U.; Seth S. Pollack, California State U., Monterey Bay

Organizations of Learning or Learning Organizations?: Creating Integrative Universities for the New Century, Susan M. Awbrey, Oakland U.; Jon L. Awbrey, Oakland U.


The Virtual University: Learnings in International Institutionalizing Civic Engagement: Shifting Logics and the Cultural Repackaging of Service Learning in U.S. Higher Education, Michael Lounsbury, Cornell U.; Seth S. Pollack, California State U., Monterey Bay

Organizations of Learning or Learning Organizations?: Creating Integrative Universities for the New Century, Susan M. Awbrey, Oakland U.; Jon L. Awbrey, Oakland U.


The Virtual University: Learnings in International Management, Mikael Sondergaard, U. of Southern Denmark; Jeanette Lemmergaard, U. of Southern Denmark; Marta B. Calas, U. of Massachusetts, Amherst; Paul Donnelly, U. of Massachusetts, Amherst

183. SHCS:(HCM, BPS) Strategy as Dynamic and Pluralistic

- 12:20 - 2:10 Sheraton Centre: Ballroom West
184. ☯ SHCS; (RM, OB) A Timely Look at Multilevel Research Methodology: Taking Stock of Where We Are and Perspectives on Where We Need to Go
- 12:50- 2:10 Sheraton Centre: Ballroom Centre
  Chair: Mark B. Gavin, Oklahoma State U.
  Presenters: Paul D. Biese, Walter Reed Army Institute of Research; Fred Dansereau, State U. of New York, Buffalo; David A. Hofmann, Michigan State U.; Lawrence R. James, U. of Tennessee, Knoxville; Katherine J. Klein, U. of Maryland; Steve W. J. Kozlowski, Michigan State U.; Chester A. Schriesheim, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

185. ☯ SHCS; (CM, IM, HR) The Influence of Identity, Characterization and Conflict Management Frames on the Perpetuation of Environmental Conflicts
- 2:30- 3:50 Royal York: Concert Hall
  Chair: Barbara Gray, Pennsylvania State U.
  Organizational Framing of the Edwards Aquifer Dispute, Linda L. Putnam, Texas A&M U.
  Portraits of Self and Others: How Competing Frames of Identity, Characterization and Conflict Intensity Debate over the Regulation of Water in Ohio, Carolyn Wethoff, Ohio State U.; Roy J. Lewicki, Ohio State U.
  The Quincy Library Group: Changing Identity, Characterization and Conflict Management Frames, Todd Bryan, U. of Michigan
  A Burning Issue: Explaining the Intractability of the Conflict over Incineration at a Superfund Site, Ralph Hanke, Pennsylvania State U.; Adam S. Rosenberg, Pennsylvania State U.
  Discussants: Blair Sheppard, Duke U.; Mark Phillip Sharfman, U. of Oklahoma

186. ☯ SHCS; (OMT, BPS, IM) Financial Globalization and Social Structure: How Organizations Adapt to Socio-Political Changes
- 2:30- 3:50 Sheraton Centre: Ballroom East
  Organizer: Gerald F. Davis, U. of Michigan
  Contested Ideologies and Dominant Frames: Sensemaking in a Monetary Crisis, Mitchel Y. Abolafia, State U. of New York, Albany
  The Globalization of American Finance: Sources and Consequences of Foreign Activity Among Large U.S. Commercial Banks, Mark S. Mizruchi, U. of Michigan
  Corporate Governance and Contested Terrain: The Rise of the Shareholder Value Orientation in Germany, Edward Zajac, Northwestern U.; Peer Fiss, Northwestern U.
  Discussant: Harry G. Barkema, Tilburg U.
  Winner of OMT Division Best Symposium Proposal Award

Monday 12:50PM

SHCS:

Mon 12:50PM - Mon 4:10PM

SHCS: Monday 84/184

184. A Timely Look at Multilevel Research Methodology: Taking Stock of Where We Are and Perspectives on Where We Need to Go
- 12:50- 2:10 Sheraton Centre: Ballroom Centre
  Chair: Mark B. Gavin, Oklahoma State U.
  Presenters: Paul D. Biese, Walter Reed Army Institute of Research; Fred Dansereau, State U. of New York, Buffalo; David A. Hofmann, Michigan State U.; Lawrence R. James, U. of Tennessee, Knoxville; Katherine J. Klein, U. of Maryland; Steve W. J. Kozlowski, Michigan State U.; Chester A. Schriesheim, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

Mon 184: A Timely Look at Multilevel Research Methodology: Taking Stock of Where We Are and Perspectives on Where We Need to Go
- 12:50- 2:10 Sheraton Centre: Ballroom Centre
  Chair: Mark B. Gavin, Oklahoma State U.
  Presenters: Paul D. Biese, Walter Reed Army Institute of Research; Fred Dansereau, State U. of New York, Buffalo; David A. Hofmann, Michigan State U.; Lawrence R. James, U. of Tennessee, Knoxville; Katherine J. Klein, U. of Maryland; Steve W. J. Kozlowski, Michigan State U.; Chester A. Schriesheim, U. of Miami; Francis J. Yammarino, State U. of New York, Binghamton

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  Discussant: Harry G. Barkema, Tilburg U.
  Winner of OMT Division Best Symposium Proposal Award

Monday 2:30PM

SHCS:

Mon 185: The Influence of Identity, Characterization and Conflict Management Frames on the Perpetuation of Environmental Conflicts
- 2:30- 3:50 Royal York: Concert Hall
  Chair: Barbara Gray, Pennsylvania State U.
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  Discussants: Blair Sheppard, Duke U.; Mark Phillip Sharfman, U. of Oklahoma

187. How Can the Innovative Potential of Cultural Differences Be Realized?: The Case of International Mergers & Acquisitions
- 2:30- 3:50 Sheraton Centre: Ballroom West
  Chair: Peter J. Lane, Arizona State U.

Monday 4:10PM

SHCS:

Mon 186: Financial Globalization and Social Structure: How Organizations Adapt to Socio-Political Changes
- 2:30- 3:50 Sheraton Centre: Ballroom East
  Organizer: Gerald F. Davis, U. of Michigan
  Contested Ideologies and Dominant Frames: Sensemaking in a Monetary Crisis, Mitchel Y. Abolafia, State U. of New York, Albany
  The Globalization of American Finance: Sources and Consequences of Foreign Activity Among Large U.S. Commercial Banks, Mark S. Mizruchi, U. of Michigan
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  Discussant: Harry G. Barkema, Tilburg U.
  Winner of OMT Division Best Symposium Proposal Award
SHCS Showcase Symposia

The Evolution of Evolutionary Ideas in the Academy of Management, Daniel Levinthal, U. of Pennsylvania
Discussant: Johann Peter Murmann, Northwestern U.

190. SHCS:(CM, OB, SIM) Ethics in Conflict and Negotiation
• 4:10- 6:00 Sheraton Centre: Ballroom Centre
Chair: Bruce Barry, Vanderbilt U.
Uncertainty, Self-Justification, and the Use of Deception in Negotiations, Maurice Schweitzer, U. of Pennsylvania; Christopher K. Hsee, U. of Chicago
Ethically Marginal Bargaining Tactics: Sanction, Efficacy, and Performance, Bruce Barry, Vanderbilt U.; Adam Long, Vanderbilt U.; Ingrid Smitley Fulmer, Vanderbilt U.
Negotiating Ethical Conflicts Over Diversity Management, Debra L. Connelley, State U. of New York, Buffalo; Lisa Nowak, State U. of New York, Buffalo
Power and Negotiations: The Impact on Ethical Climate, Ann E. Tenbrunsel, U. of Notre Dame; David M. Messick, Northwestern U.

191. SHCS:(BPS, TIM, IM) Modes of External Knowledge Sourcing
• 4:10- 5:20 Sheraton Centre: Ballroom West
Chairs: Jaeyong Song, Columbia U.; Maurizio Zollo, INSEAD
Grafting Innovation: Technology Procurement Through Acquisition, Phanish Puranam, U. of Pennsylvania; Maurizio Zollo, INSEAD
Sourcing External Knowledge Through Alliances: Seeking Optimal Interorganizational Governance Structures, Farok Contractor, Rutgers U.
Sourcing External Knowledge Through Mobility of Engineers: Learning-By-Hiring in the Global Semiconductor Industry, Jaeyong Song, Columbia U.; Paul Almeida, Georgetown U.
Learning from Competition Through Multi-Market Contact in R&D: Empirical Evidence from the Chemical Industry, Atul Nerkar, Columbia U.; Srikanth Paruchuri, Columbia U.
In-House Research and the Ability to Learn from Public Science, Bhaven N. Sampat, Columbia U.
Discusssant: Yves Doz, INSEAD

Tuesday 8:30AM

192. SHCS:(MOC, OMT, OB) Biological Bases for Behavior in Organizations: Human Evolution and its Implications for Organization Theory and Management Practice
• 8:30- 10:10 Royal York: Quebec
Chair: Steven F. Freeman, INCAE
The Link between Resource Context and Social Structure: An Empirical Investigation, Barbara Pierce, U. of Western Ontario; Roderick E. White, U. of West Ontario
Emotions in Command: A Naturalistic Study of Institutional Dominance, Frank Salter, Max-Planck-Institut für Verhaltensphysiologie Humanethologie
Evolutionary Psychology, Skill Sets and Management, Paul R. Lawrence, Harvard U.; Nitin Nohria, Harvard U.
Executive Instinct: Implications of the New Darwinism for Management, Nigel Nicholson, London Business School
Status in Groups: A Biological Contribution, Deborah Waldron, U. of Auckland

Evolutionary Psychology as the Microfoundation for Social and Organizational Theory, Steven F. Freeman, INCAE (Central American Institute of Management and Business Administration)

Tuesday 10:30AM

193. SHCS:(GDO, HR, OB) Gente del Corazon: The Influence of Hispanic Culture on Organizational Culture and Practices
• 10:30- 11:50 Sheraton Centre: Dominion Ballroom N
Chairs: Dianna L. Stone, U. of Central Florida; Stephanie E. Newell, Eastern Michigan U.
Presenters: Marta B. Calas, U. of Massachusetts, Amherst; Luis R. Gomez-Mejia, Arizona State U./Iberoamerican Academy of Management; Eduardo Salas, U. of Central Florida; Dianna L. Stone, U. of Central Florida; Bernardo M. Ferdman, CSPP, San Diego

• 10:30- 11:50 Royal York: Quebec
Organizer: Sandra A. Waddock, Boston College
Corporate Citizenship as Management Practice: Time to Build Stakeholder Relationships, Sandra A. Waddock, Boston College
Interpreting the Battle in Seattle--Time for Another Look at Stakeholder Management?, Jeanne Marie Liedtka, U. of Virginia; Robert Edward Freeman, U. of Virginia
From Conflict to Collaboration: The Evolution of Stakeholder Relationships, Ann Swendsen, Simon Fraser U.
Discusants: David Wheeler, York U.; Richard Mares, U. of Washington

Tuesday 2:00PM

195. SHCS:(BPS, TIM) Strategic Management of Intellectual Property
• 2:00- 3:20 Royal York: Concert Hall
Chairs: Julia Porter Liebeskind, U. of Southern California; Rosemarie Ham Ziedonis, U. of Pennsylvania
Why Do Firms Publish Their Research (By Their Own Scientists?): Co-Publication and Patenting by US Biotechnology Firms, Michelle Gittelman, New York U.; Bruce Kogut, U. of Pennsylvania
Intellectual Property Protection in the Software Industry, Stuart Graham, U. of California, Berkeley; David C. Mowery, U. of California, Berkeley
The Strategic Role of Patents in the Semiconductor Industry, Rosemarie Ham Ziedonis, U. of Pennsylvania
The Mechanisms of Secrecy: Evidence from High Technology Firms, Julia Porter Liebeskind, U. of Southern California
Discusants: Brian S. Silverman, Harvard U.; Sidney Winter, U. of Pennsylvania

Tuesday 3:40PM

196. SHCS:(OB, OMT) A New Time in Service Research: Moving Beyond Main Effects and Isolated Theoretical Perspectives
• 3:40- 5:20 Royal York: Quebec
Chairs: Joerg Dietz, U. of Western Ontario; S. Douglas Pugh, San Diego State U.

Legend: ☯= theme, ☯= teaching, ☯= management practice, ☯= international, Other abbreviations p. A38 - 39
Carnegie Mellon U.

Discussant:

Presenter:

197. SHCS:(OM, ONE, TIM) Environmental Innovation Across Firm Boundaries: Supply Chain Dynamics and Environmental Performance
   • 3:40 - 5:20 Royal York: Concert Hall
   Chair: Sandra Rothenberg, Rochester Institute of Technology
   Environment Supply Chain Dynamics, Jeremy Hall, U. of Calgary
   Collaboration for Environmental Innovation and Performance, Gregory Theyel, U. of New Hampshire
   Discussants: Robert Klassen, U. of Western Ontario; Richard Florida, Carnegie Mellon U.

   • 8:30- 10:20 Royal York: Concert Hall
   Chair: Kevin C. Wooten, U. of Houston, Clear Lake
   Resistance to Change: A Metaphor that Deserves to Die, Eric B. Dent, George Washington U.
   Resisting Change: Looking Forward to the Past, Jim A. Landry, Arthur Andersen
   Preparing for Organizational Change: A Model for Creating Readiness, Achilles A. Armenakis, Aubum U.
   Presenter: Achilles A. Armenakis, Aubum U.
   Discussant: Richard W. Woodyman, Texas A&M U.

199. SHCS:(OB, HR, CAR) Time Use, Flexibility, and Identity: Challenging Traditional Schedules and Career Structures in Organizations
   • 8:30- 10:20 Sheraton Centre: Ballroom West
   Chair: Michelle L. Buck, McGill U.; Lucy R. Ford, Virginia Commonwealth U.
   The Developmental Implications of Voluntary Part-time Work, Shelley M. MacDermid, Purdue U.; Mary Dean Lee, McGill U.; Michelle L. Buck, McGill U.
   Organizational Identification and Employees’ Virtual Status, Batia Mishan Wiesenfeld, New York U.; Sumita Raghuram, Fordham U.; Raghu Garud, New York U.

Creating a Desired Identity: The Impact of Physical and Psychological Distance on Impression Management Behaviors, Kristina A. Diekmann, U. of Notre Dame; Zoe Barsness, Texas A&M U.
Discussant: Connie J. Gersick, U. of California, Los Angeles

Wednesday  8:50AM

   • 8:50- 10:20 Sheraton Centre: Dominion Ballroom N
   Chair: Anastasia Maria Luca, U. of California, Los Angeles
   The Culture of Transition: An Approach and Characteristics, Tatiana Kostova, U. of South Carolina
   Transition in Poland: Looking Toward the Past to Make Sense of the Present and Future, Jennifer Roney, Pepperdine U.
   A Longitudinal Study of Organizational Adaption in Transition Economies: A Comparison of Czech, Hungarian, and Slovenian Perspectives, Laszlo Tihanyi, Indiana U.; W. Harvey Hegarty, Indiana U.
   Discussant: Esmeralda Garbi, Florida Atlantic U.

Wednesday  10:40AM

201. SHCS:(IM, GDO, OB) Managing Multicultural Organizations: A Meeting of the Minds
   • 10:40- 12:00 Sheraton Centre: Ballroom Centre
   Chair: Aparna Joshi, Rutgers U.
   Conversation #1: Diversity in Teams, Michael A. West, Aston U., Birmingham, England; Cristina Gibson, U. of Southern California
   Conversation #2: Insights from Social Identity Theory, Christopher Earley, Indiana U.; Anne S. Tsui, Hong Kong U. of Science and Technology
   Conversation #3: Socialization and Training Practices, Mark Mendenhall, U. of Tennessee, Chattanooga; Stella M. Nkomo, U. of South Africa
   Discussant: Susan E. Jackson, Rutgers U.

202. SHCS:(BPS, ENT) Entrepreneurship Through Knowledge Transfer
   • 10:40- 12:00 Sheraton Centre: Ballroom East
   Knowledge Sharing in Entrepreneurial Networks Among Internet Startups, Morten Hansen, Harvard U.; Thomas R. Eisenmann, Harvard U.
   Corporate Entrepreneurship and Intellectual Capital Mobilization within a Diversified Integrated Firm, Tomo Noda, INSEAD
   Global Knowledge Integration, Yves Doz, INSEAD; Gary Hamel, London Business School; Jose Santos, INSEAD; Peter J. Williamson, INSEAD

203. SHCS:(BPS, OMT) The Embeddedness of Competitive Behavior: Emerging Perspectives
   • 10:40- 12:00 Sheraton Centre: Ballroom West
   Chair: Devi R. Gnyawali, Virginia Polytechnic Institute and State U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

Spatial Embeddedness of Acquisitions by Multiunit Organizations, Joel A.C. Baum, U. of Toronto; Stan Xiao Li, U. of Toronto; John M. Usher, Memorial U. of Newfoundland

The Interpenetration of Competitive and Cooperative Networks: An Evolutionary Perspective, Javier Gimeno, INSEAD


Discussant: Walter J. Ferrier, U. of Kentucky

204. ⌛ SHCS: (HCM, ODC, OMT) Comparative Practices and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems

- 10:40-12:00 Royal York: Concert Hall
Organizer: Andrew H. Van de Ven, U. of Minnesota


Processes of Integrating Clinics into a Large Medical Group Practice, Andrew H. Van de Ven, U. of Minnesota; Shawn M. Lofstrom, U. of Maryland; Frank C. Schultz, U. of Minnesota; Rhonda Engleman, U. of Minnesota

Processes of Integrating Employees into a Large Medical Group Practice, Russel W. Rogers, U. of Minnesota; Jeffrey Thompson, Miami U. of Ohio; J. Stuart Bunderson, Washington U.; Gerald H. Ellis, U. of Minnesota

Discussant: John R. Kimberly, U. of Pennsylvania/INSEAD
# Joint Symposia

**Coordinator: Raul A. Necochea, Boston College**

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<th>Time</th>
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<td>8:30am</td>
<td>JS: Spirituality in Mgmt. Education • RY: Territories</td>
<td>JS: Conflict in Diverse Work Groups • R.Y:Alberta</td>
<td>JS: Lessons from Y2K • R.Y:Alberta</td>
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<td>JS: Complexity and Complementarities • SC:Conference Room D&amp;E</td>
<td>JS: Culture of QM &amp; Food Services • R.Y:Alberta</td>
<td>JS: Compensation Design • SC:Conference Room D&amp;E</td>
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<td>JS: Leadership as Vocation or Calling: Management and Spirituality • SC:Civic Ballroom</td>
<td>JS: Modularity in Organizations • SC:Conference Room D&amp;E</td>
<td>JS: Competition in the Airline Industry • SC:Civic Ballroom</td>
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<td>JS: HRM and Performance • SC:Civic Ballroom</td>
<td>JS: Hidden Profile Paradigm • SC:Conference Room D&amp;E</td>
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<td>JS: Pace in Org’l Interfaces • R.Y:Confederation 3</td>
<td>JS: Fast Growth Firms • R.Y:Alberta</td>
<td>JS: Transformation and the Search for Meaning at Work • H:McDonald</td>
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<td>JS: Organizational Mentoring and Time • SC:Conference Room D&amp;E</td>
<td>JS: Social Capital and Its Buzzwords • H:McDonald</td>
<td>JS: Sustainable Entrepreneurship • R.Y:Tudor 7</td>
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<td>JS: New Directions in International HRM • H:McDonald</td>
<td>JS: Demographics in Work Groups • R.Y:Alberta</td>
<td>JS: Multicultural Teams in MNCs • R.Y:Territories</td>
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<td>JS: Chinese Family Businesses • H:McDonald</td>
<td>JS: Group Transactive Memory: Measurement • SC:Dominion Ballroom N</td>
<td>JS: Status Hierarchies in Orgs. • R.Y:Alberta</td>
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<td>JS: Commercializing Research • SC:Conference Room D&amp;E</td>
<td>JS: Sexual Harassment Policy Effects • R.Y:Territories</td>
<td>JS: Applying Institutional Theory to IM • SC:Dominion Ballroom N</td>
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<td>2:30pm</td>
<td>JS: Learning, Knowledge, Performance • SC:Civic Ballroom</td>
<td>JS: A Time for Teams • SC:Conference Room D&amp;E</td>
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<td>JS: International HR and Global Leaders • H:McDonald</td>
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<td>JS: Work-Family Conflict in 21st Century • SC:Civic Ballroom</td>
<td>JS: Workplace Romance • R.Y:Territories</td>
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<td>3:40pm</td>
<td>JS: Cognitive Style in Europe • SC:Conference Room D&amp;E</td>
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<td>JS: Strategic Use of the Past • H:McDonald</td>
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<td>10:40am</td>
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<td>12:20pm</td>
<td>JS: Management in Transition Economies • SC:Dominion Ballroom N</td>
<td>JS: Workplace Romance • R.Y:Territories</td>
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Monday 8:30AM

205. JS: (MED, SIM) Integrating Spirituality into Management Education in Academia and Organizations: Current Practices and Possible Future Directions
- 8:30-10:20 Royal York: Territories
  Chair: Sandra King, California State Polytechnic U.
  Organizer: Lee Perry Robbins, Golden Gate U.
  Spirituality in the Workplace, Sandra King, California State Polytechnic U.
  Spirituality in Business School Courses, Gerald Biberman, U. of Scranton
  Designing and Incorporating Spirituality in Management Courses, Lee Perry Robbins, Golden Gate U.
  Discussant: Gerald Biberman, U. of Scranton

206. JS: (OMT, BPS, TIM) Complexity and Complementarities: Differences and Similarities. An Organizational Perspective on the Effects of Interactions
- 8:30-10:20 Sheraton Centre: Conference Room D&E
  Chair: Nicolaj Siggelkow, U. of Pennsylvania
  Having a Map: Science, Complexity and Invention, Olav Sorensen, U. of California, Los Angeles; Lee Fleming, Harvard U.
  Choice Interaction and Organizational Structure, Jan W. Rivkin, Harvard U.
  Fragility and Design of Interconnected Activity Systems, Nicolaj Siggelkow, U. of Pennsylvania
  Balancing Incentives: The Tension between Basic and Applied Research, Scott Stern, Massachusetts Institute of Technology; Ian Cockburn, U. of British Columbia; Rebecca Henderson, Massachusetts Institute of Technology
  Discussant: Daniel Levinthal, U. of Pennsylvania

207. JS: (CAR, MED) The New Leadership Career as Vocation or Calling: A Conversation between Management and Spirituality
- 8:30-10:20 Sheraton Centre: Civic Ballroom
  Chairs: James J. McGee, Santa Clara U.; André L. Delbecq, Santa Clara U.
  New Careers, Leadership as a Special Calling, and Spirituality, Joseph W. Weiss, Bentley College
  Christian Perspectives of "Vocation" and "Calling" and Their Implications for Contemporary Leadership Careers, Michael Skelley, DePaul U.
  Business as a Calling: The "Foyer" into Business Spirituality, André L. Delbecq, Santa Clara U.; James J. McGee, Santa Clara U.

- 8:30-10:20 Royal York: Alberta
  Organizers: Erica Gabrielle Foldy, Boston College; Deborah R. Litvin, U. of Massachusetts, Amherst
  Selling Rainbows: An Institutional Analysis of Diversity Management in North America, Pushkala Prasad, Lund U.
  Twixt the Cup and the Lip Diversity Consultants’ Visions, Deborah R. Litvin, U. of Massachusetts, Amherst
  Narrating Diversity: The Interstitial Path, Renee J. Chin, Syracuse U.
  Diversity and the Dilemmas of Representation, Erica Gabrielle Foldy, Boston College
  Discussant: Audrey Murrell, U. of Pittsburgh

Monday 10:40AM

209. JS: (GDO, CM) Gender in Negotiation
- 10:40-12:00 Royal York: Territories
  Chair: Hannah C. Riley, Harvard U.
  Contingent Implication of Gender in Negotiation, Laura Kray, U. of Arizona; Adam Galinsky, Northwestern U.; William P. Smith, Vanderbilt U.; Hannah C. Riley, Harvard U.
  Discussant: Deborah M. Kolb, Simmons College

210. JS: (HR, BPS, OB) New Perspectives on HRM and Performance
- 10:40-12:00 Sheraton Centre: Civic Ballroom
  Chairs: Nick Turner, U. of Sheffield, UK; Julian Barling, Queen's U.
  Searching for Best Practice in Organizational Safety Performance, John Gilbert, U. of Toronto; Harry Shannon, McMaster U.
  Organizational Practices and Safety Performance: An Exploratory Study, Stephen J. Wood, U. of Sheffield, UK; Julian Barling, Queen's U.; Ana Lasaosa, London School of Economics; Nick Turner, U. of Sheffield, UK; Sharon K. Parker, U. of New South Wales, Australia
  Getting Inside the HRM-Performance Relationship, David Guest, U. of London; Jonathan Michie, U. of London; Maura Sheehan, Queen's U.; Belfast; Melvina Metochi, U. of London; Neil Jonathan Conway, U. of London
  HRM and Company Performance: A Critique and Some UK Evidence, Malcolm Patterson, U. of Sheffield, UK; Michael A. West, Aston U., Birmingham, England; Toby D. Wall, U. of Sheffield, UK
  Discussant: Bob Pritchard, Texas A&M U.

- 10:40-12:00 Royal York: Alberta
  Presenters will explore fundamental questions about the current discourse and applicability of "the market" principle for management.
  Chairs: Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.
  The Workplace as Marketplace in Discourse and Practice, Christina Wasson, DePaul U.
  Saving the Earth Inc.: The Language and Logic of the Discourse of the Market in Environmental Organizations, Pushkala Prasad, Lund U.; Jeff Everett, U. of Calgary
  The Emperor Has No Clothes: Economic and Ethical Limits to the Market Principle in Management, Anshuman Prasad, U. of New Haven
  Markets, Market Rationalization and Prosperity, Larry Zacharias, U. of Massachusetts
  Discussants: J. Michael Cavanaugh, Fairfield U.; Parbudyal Singh, U. of New Haven

212. JS: (MOC, CM, OB) Examining Pace Within and Across Organizational Interfaces
- 10:40-12:00 Royal York: Confederation 3
  Chairs: Sally Blount, U. of Chicago; Gregory A. Janicik, New York U.
**Joint Symposium**


**The Role of Time and Pace in Intergenerational Allocation Decisions**, Kimberly A. Wade-Benzoni, New York U.

**Examining Interorganizational Negotiations: A Dyadic Model of Negotiator Pace**, Gregory A. Janicik, New York U.; Sally Blount, U. of Chicago

**Discussant: Max H. Bazerman, Northwestern U./Harvard U.**

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**213. JS:{CAR, HR} Organizational Mentoring Relationships: Multiple Perspectives on the Role of Time**
- **Chair:** Stacy E. McManus, U. of Tennessee
- **Time Engaged in Mentoring Others as Related to Mentoring Motives**, Tammy D. Allen, U. of South Florida
- **Too Much of a Good Thing: Delay in Exiting the Protege Role**, Gayle M. Baugh, U. of West Florida
- **A Cusp Catastrophe Model of Mentoring Relationships**, Stacy E. McManus, U. of Tennessee
- **Discussant:** Ellen Fagenson-Eland, George Mason U.

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**214. JS:{IM, HR} Exploring New Directions in International Human Resource Management**
- **10:40- 12:00 Hilton: McDonald**
- **Chairs:** Schon Beecher, Columbia U.; John Mozias, U. of Miami
- **Exploring Expatriate Women's Experiences through Narrative Voice**, Sully Taylor, Portland State U.
- **Assessing the Corporate Benefits of International Managerial Rotation**, John Mozias, U. of Miami; Bernard Yeung, New York U.
- **Discussant:** Vladimir Puic, IMD

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**Monday 12:20PM**

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**215. JS:{OMT, RM} A Time to Reflect: Constructing Knowledge and Alternative Modes of Investigation in Organization and Management Theory**
- **12:20- 2:10 Sheraton Centre: Civic Ballroom**
- **Organizers:** Graham Sewell, U. of Melbourne; Bill Harley, U. of Melbourne; Cynthia Hardy, U. of Melbourne
- **Reflecting on Objectivism**, Bill Harley, U. of Melbourne
- **The Limits of Objectivism**, Harvie Ramsay, U. of Strathclyde; Dora Scholarios, U. of Strathclyde
- **Critical Realism or Constructive Critique?**, Nelson Phillips, McGill U.; Cynthia Hardy, U. of Melbourne
- **Constructivism: The Social Construction of Everything?**, Graham Sewell, U. of Melbourne
- **Fact Making and Struggles Over Truth**, Steve Maguire, McGill U.
- **Discussant:** C. R. Hitchens, U. of Alberta

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**216. JS:{MOC, MC} Emotional Intelligence at Work: Does it Make a Difference?**
- **12:20- 2:10 Royal York: Territories**
- **Chair:** Peter J. Jordan, Griffith U./U. of Queensland
- **Where's the Intelligence in Emotional Intelligence?**, Suzy Fox, Loyola U./Chicago
- **Measuring Emotional Intelligence in the Workplace: A Comparison of Self and Peer Ratings of Emotional Intelligence**, Peter J. Jordan, Griffith U./U. of Queensland
- **Emotional Intelligence, Cognitive Ability and Mood; Their Interactive Influence on Task Performance**, Catherine Daus, Southern Illinois U., Edwardsville
- **Discussant:** Ronald H. Humphrey, Virginia Commonwealth U.
Monday 2:30PM

220. JS:(BPS, TIM) Research on Technological Learning, Knowledge Management, and Corporate Performance: Perspectives from Strategy, Organization Theory, and Management of Technology
- 2:30-3:50 Sheraton Centre: Civic Ballroom
  Chair: Michael K. Badawy, Virginia Polytechnic Institute and State U.
  Conceptual Links among Technological Learning, Strategic Management, and Performance, Michael W. Lawless, Duke U.
  Creating Value through Technological Learning and Effective Management of Knowledge in Organizations, Michael A. Hitt, Texas A&M U.
  Conceptual Transitions for Understanding the Strategic Management of Knowledge: Future Research Directions, Michael K. Badawy, Virginia Polytechnic Institute and State U.
  Discussant: Robert A. Burgelman, Stanford U.

221. JS:(ODC, MC) Whole Systems Change: How Far Can We Go?
- 2:30-3:50 Royal York: Territories
  Join in the conversation with the pioneers of large-group OD interventions
  Chair: Ludo Keunen, Bekaert-Stanwick
  An Overview of Large Group Methods, Billie Alban, Alban & Williams, Ltd.
  Future Search: Rapid Community Building Through Shared Learning and Action, Marvin Weisbord, Future Search Network; Sandra Janoff, Future Search Network
  What is Whole-Scale?, Kathie Dannemiller, Dannemiller Tyson Assoc.
  Managing Conflict through Large Group Methods, Barbara Bunker, State U. of New York, Buffalo
  The Future of Whole System Engagement Methods in Corporations: Co-option or Paradigm Shift?, William A. Pasmore, Delta Consulting Group
  Discussant: W. Warner Burke, Columbia U.

222. JS:(MOC, OB) Decision-Group Composition, Structure and Processes: Application of the Hidden Profile Paradigm to Group and Organizational Research
- 2:30-3:50 Sheraton Centre: Conference Room D&E
  Chair: John E. Sawyer, U. of Delaware
  Using Hidden Profiles to Assess the Effects of Structured Interventions on Information Sharing and Group Performance, Timothy M. Franz, Indiana U.; David A. Vollrath, Indiana U., South Bend
  Information Sharing and Integration in Culturally Diverse Cross-Functional Groups, Missy Houllette, U. of Delaware; Erin L. Muzzy, U. of Delaware; John E. Sawyer, U. of Delaware
  Hidden Profiles and Biased Information Sampling in Collective Choice: A Brief History, Garold Stasser, U. of Miami
  Discussant: Linda Argote, Carnegie Mellon U.

Monday 4:10PM

223. JS:(IM, HR) International HR Strategies for Developing and Retaining Global Leaders
- 2:30-3:50 Hilton: McDonald
  Organizers: Paula M. Caligiuri, Rutgers U.
  Boundaryless Careers: Implications for International Human Resource Management, Rosalie L. Tung, Simon Fraser U.
  Retaining Global Leaders through Organizational Support Programs: A Test of the Psychological Contract, Mira Borislavova Lazarova, Rutgers U.
  International Human Resource Strategies: Asia-Pacific Perspective, Helen De Cieri, Monash U.
  Nonlinear Dynamics: Implications for Global Leadership Development Strategies in MNCs, Mark Mendenhall, U. of Tennessee, Chattanooga
  Discussant: Paula M. Caligiuri, Rutgers U.

224. JS:(ENT, HR) Studying Speed (Rate of Growth) and Fuel (Energy) in Fast Growth Firms: e-Research, e-Business, and e-Teaching Outcomes
- 2:30-3:50 Royal York: Alberta
  Chair: Theresa Welbourne, U. of Michigan
  Back to Basics: Learning about Motivation from Running on my Treadmill, Steven Andrews, Yale U.
  A New Way to Integrate Research and Practice, Alice Andrews, eePulse, Inc.
  A Research Driven Approach to Reconciling Research versus Teaching, Timothy J. Vogus, U. of Michigan
  Discussants: Jane E. Dutton, U. of Michigan; Howard E. Aldrich, U. of North Carolina, Chapel Hill

225. JS:(OMT, OCIS) Sharing Knowledge Across Boundaries
- 2:30-3:50 Sheraton Centre: Civic Ballroom
  Chair: Paul R. Carline, Massachusetts Institute of Technology
  Presenters: Carsten Osterlund, Massachusetts Institute of Technology; Natalia Levina, Massachusetts Institute of Technology; Nancy M. Dixon, George Washington U.; Paul R. Carlile, Massachusetts Institute of Technology
  Discussant: Beth Bechky, U. of Pennsylvania

226. JS:(IM, OB) Social Capital and its Buzzwords, Bandwagons, and Boundaries: Critique and Theory Development from Multidisciplinary and Multinational Perspectives
- 2:30-3:50 Hilton: McDonald
  Chair: Henry W. Lane, Northeastern U.
  Social Capital and Tacit Knowledge, Nicholas Athanassiu, Northeastern U.
  Network Configurations of Social Capital, Martha L. Maznevski, U. of Virginia
  The Role of Trust in Social Capital, Ellen M. Whitener, U. of Virginia
  Discussants: Lena Zander, Stockholm School of Economics; Henry W. Lane, Northeastern U.

- 2:30-3:50 Royal York: Alberta
  Chair: Jennifer L. Berdahl, U. of California, Berkeley; Melissa C. Thomas-Hunt, Washington U.

The Typical, the Rare, and the Outnumbered: Distinguishing Between Historical Typicality and Numerical Distinctiveness in Work Groups, Jennifer Chatman, U. of California, Berkeley; Jennifer L. Berdahl, U. of California, Berkeley; Alicia Boisnier, U. of California, Berkeley; Sandra Elizabeth Spataro, U. of California, Berkeley; Cameron Anderson, U. of California, Berkeley

A Shared Norms Approach to Predicting Emergent Hierarchies in Work Groups, Jennifer L. Berdahl, U. of California, Berkeley; Cameron Anderson, U. of California, Berkeley

Demography and Performance: Explaining the "Diversity Premium" in Investment Clubs, Brooke Harrington, Brown U. Discussant: Margaret A. Neale, Stanford U.

228. JS:(MOC, OMT) Identity at the Interfaces: The Dynamic Construction of Identity in Organizational Fields

- 4:10- 5:20 Royal York: Territories
Macro Level Identities: Processes, Incidence and Implications, Margaret Peteraf, U. of Minnesota; Mark T. Shanley, Purdue U.
Capabilities in Emerging Fields: Forging Identity and Legitimacy in Silicon Alley, Theresa K. Lant, New York U.; Patricia Faison Hewlin, New York U.
The Identities of Morphing Organizations: The Case of Yahoo and Excite, Violina Rindova, U. of Washington; Suresh B. Kotha, U. of Washington
What is in a Name? Organizational Markers of Industry Identities, Mary Ann Glynn, Emory U.

Tuesday 8:30AM

229. ☯ JS:(BPS, GDO, IM) Board Room Diversity: The Case of Women Directors

- 8:30- 10:10 Hilton: McDonald
Chairs: Phyllis Johnson, Cranfield School of Management; Susan Vinnicombe, Cranfield School of Management
Diversity and the Corporate Board, Phyllis Johnson, Cranfield School of Management
Interlocking Directorates, Women Directors and Company Performance, Eleanor O’Higgins, U. College, Dublin
An International Review of Women Directors, Zena Burgess, Swinburne U. of Technology
The Impact of Corporate Women Directors on Senior Corporate Women, Diana Bilimoria, Case Western Reserve U.
A Way Forward: The Development of Women Directors, Morten Huse, Centre for Church Research, Norway/Scandinavian Institute for Research in Entrepreneurship; Susan Vinnicombe, Cranfield School of Management

230. ☯ JS:(MOC, OMT) Theorizing Organizational Learning as Situated Practice

- 8:30- 10:10 Sheraton Centre: Conference Room D&E
Chair: Dvora Yanow, California State U., Hayward
Organizational Learning and Collaborative Leadership, Frank Blackler, U. of Lancaster
A "Middle-out" Perspective of Organizational Learning, John O’Neill, Research Institute for Advanced Computer Science, NASA Ames Research Center
Mapping Local Knowledge and Organizational Learning, Dvora Yanow, California State U., Hayward
Learning and Practice: Focusing on Power Relations, Alessia Contu, U. of Manchester; Hugh Willmott, U. of Manchester Discussant: Davide Nicolini, Tavistock Institute

231. JS:(GDO, CM, OB) Exploring the Conflict Dynamics of Faultline Structures in Diverse Work Groups

- 8:30- 10:10 Royal York: Alberta
Chair: Laurie P. Milton, U. of Calgary
Making the Most of Faultlines: How Legitimized Task Relatedness and Boundary Spanning Enhance the Conflict Dynamics of Multicultural Groups, Laurie P. Milton, U. of Calgary; Anne Stringfellow, Thunderbird AGSIM
Demographic Faultlines: Group-Breaking Effects on Project Performance, Dora C. Lau, U. of British Columbia
Exploring Faultlines in Diverse Work Groups, Karen A. Jehn, U. of Pennsylvania; Sherry Malie Bushnell Thatcher, U. of Arizona
Relevant Differences: Demographic versus Identity Faultlines as Purveyors of Conflict in Mid-Life Work Groups, Laurie P. Milton, U. of Calgary; James D. Westphal, U. of Texas, Austin
Cross-Cultural Differences in Multinational Peacekeeping Forces: Faultlines or Seamlines?, Elron Efrat, Hebrew U.; Boas Shamir, Hebrew U.; Eyal Ben-Ari, Hebrew U.
Discussants: Dora C. Lau, U. of British Columbia; Katherine Xin, Hong Kong U. of Science and Technology

232. ☯ JS:(OMT, OB) Grounded Views of Knowledge Work

- 8:30- 10:10 Sheraton Centre: Civic Ballroom
Chairs: Beth Bechky, U. of Pennsylvania; Andrew Hargadon, U. of Florida
Discussant: Wanda J. Orlikowski, Massachusetts Institute of Technology

233. JS:(MOC, OB, HR) Investigating Group Transactive Memory in Field Settings: Empirical Examinations and Measurement Approaches

- 8:30- 10:10 Sheraton Centre: Dominion Ballroom N
Chair: Susan Cohen, U. of Southern California
Organizer: Lisa M. Moynihan, Cornell U.
Managers’ Transactive Knowledge and Organizational Performance in the Retail Food Industry, Diane Liang Rulke, U. of London
Transactive Memory and Performance of Management Consulting Teams: Examining Construct and Predictive Validity of a New Scale, Kyle Lewis, U. of Texas, Austin
Knowing Who Knows What: Examining the Influence of Transactive Memory on the Relationship between Diversity of Expertise in a Management Team and Team Decision Quality, Devaki Rau, U. of Minnesota
Antecedents and Consequences of Transactive Memory in Shared Services Teams: Theory and Scale Development
Lisa M. Moynihan, Cornell U.; Rosemary Batt, Cornell U.
Discussant: Linda Argote, Carnegie Mellon U.

234. JS:(GO, HR, SIM) Sexual Harassment Policy Effects: Implications for Theory, Research, and Practice
Chair: Robert S. Done, U. of Arizona
The Influence of Union Policies on the Occurrence and Outcomes of Sexual Harassment, Carrie A. Bulger, U. of Connecticut
Policy, Self-Control, and the Likelihood of Sexual Harassment, Robert S. Done, U. of Arizona
Determining Hostile Environment Sexual Harassment: Capturing Patterns of Unwelcome Sexual Behaviors, Deborah Erdos Knapp, Cleveland State U.; Gary A. Kustis, O'Brien Passen & Assoc., Inc.
The Reasonable Woman Standard: Effects on Sexual Harassment Case Outcomes, Elissa Perry, Columbia U.; Carol T. Kulik, Arizona State U.; Anne Bourhis, HEC Montreal
Discussant: Jeanette N. Cleveland, Pennsylvania State U.

Tuesday 10:30AM

235. JS:(OB, OMT) A Time for Teams
Chair: Mary J. Waller, U. of Illinois, Urbana-Champaign
Organizers: Mary E. Zellmer-Bruhn, U. of Minnesota; Anita D. Bhappu, Southern Methodist U.; Vikas Anand, U. of Arkansas
Can They Keep Pace? Team Performance under Ambiguous Deadlines, Mary J. Waller, U. of Illinois, Urbana-Champaign; Mary E. Zellmer-Bruhn, U. of Minnesota; Robert Giambatista, U. of Wisconsin, Madison
Conflict over Time: Antecedents and Consequences of Performance in Groups, Gerardo Okhuysen, U. of Texas, Dallas
The Consequences of Time on Knowledge Distribution and Transformation, Vikas Anand, U. of Arkansas; Don Harrison, U. of Arkansas
The Effect of Communication Media on the Interactions in Diverse Teams: An Analysis of Conflict and Team-Member Exchanges, Anita D. Bhappu, Southern Methodist U.
Discussant: Laurie R. Weingart, Carnegie Mellon U.

236. JS:(MED, PNP, SIM) Theoretical Foundations of Civic Engagement and Service-Learning
Chair: Laurie N. DiPadova, U. of Utah
A Practice in Search of a Theory: An Emerging Epistemology of Engagement to Support University-Community Partnerships, James J. Fleming, Boston College
Mary Parker Follett on Service-Learning: Better Managers and Better Communities, Paul C. Godfrey, Brigham Young U.
An Ethical Theory of Service Learning, David W. Hart, Mary Washington College
Institutional Responsibilities for and Commitments to Service Learning, Michael Brinznall, National Association of Schools of Public Affairs and Administration
Discussant: Edward Zlotkowski, American Association for Higher Education
Winner of MED Division Best Symposium in Management Education and Development

237. JS:(MH, HR) On the Importance of Studying Management History: Four Perspectives
Chair: Shawn M. Carraher, Texas A&M U.
The Importance of Teaching Management History, Arthur G. Bedeian, Louisiana State U.
Strategic Cross-Cultural Issues on the Importance of the Study of Management History: Entrepreneurialism in Academic Careers, Shawn M. Carraher, Texas A&M U.
Zeitocentrism in Current Day Discourse in Management, Dennis W. Organ, Indiana U.

Tuesday 2:00PM

Chair: Tom Tyler, New York U.
Organizer: Tom Tyler, New York U.
Procedural Justice and Interactional Justice: Different or Equivalent Concepts?, Ramona Bobocel, U. of Waterloo; Robert Bies, Georgetown U.

Effects Applications and Theory Applications in Organizational Justice Interventions, Jerald Greenberg, Ohio State U.
Discussant: Russell Cropanzano, Colorado State U.

241. JS:(HR, OB, OMT) Social Capital in Organizations: Examining Individual and Communal Models
- 2:00- 3:20 Sheraton Centre: Civic Ballroom
Organizer: Carrie R. Leana, U. of Pittsburgh
Chair: Carrie R. Leana, U. of Pittsburgh
An Employmability Approach to Human Resources Management, Social Capital and Job Performance, Jone L. Pearce, U. of California, Irvine; Amy Handel, Wake Forest U.
Discussant: Carrie R. Leana, U. of Pittsburgh

- 2:00- 3:20 Hilton: McDonald
Chair: Bill McKelvey, U. of California, Los Angeles
The Value of Agent Based Models for Organizational Science, Kathleen M. Carley, Carnegie Mellon U.
Robustness and Rigor in Agent-based Models, Jan W. Rivkin, Harvard U.
An Inter-Temporal Computational Model of Firm Network Dynamics, Miheea Moldoveanu, U. of Toronto; Joel A.C. Baum, U. of Toronto

243. JS:(MOC, OMT, OB) Signs of the Times: The Changing Face of Organizational Symbolism
- 2:00- 3:20 Royal York: Territories
Chair: Monica C. Worline, U. of Michigan
Constructing Symbols: New Interfaces between Management and Design, Majken Schultz, U. of Copenhagen
Social Identity and the Office-less Corporation: A Study of Worker Adaptation to a Non-territorial Workplace, Kimberly D. Elsbach, U. of California, Davis
Organizational Symbols as Emotional Cues, Anat Rafaeli, Technion; Avraham N. Kluger, Hebrew U.; Yarda Wasserman, Hebrew U.

244. JS:(HR, CM) Exploring Persistent Patterns in Workplace Aggression
- 2:00- 3:20 Sheraton Centre: Conference Room D&E
Chair: Cary L. Cooper, U. of Manchester
Organizational Injustice and Work-Related Stress as Social and Situational Determinants of Workplace Aggression, Joel H. Neuman, State U. of New York, New Paltz
Identifying the Aggressors in Bullying at Work and their Personal Characteristics, Charlotte Rayner, Staffordshire U., UK
Short and Long Term Effects of Exposure to Persistent Aggression and Bullying at Work, Staale Einarsen, U. of Bergen, Norway; Stig Berge Matthesen, U. of Bergen, Norway; Eva Gemsoe Mikkelsen, U. of Aarhus, Denmark
Organisational Implications of Experience of Persistent Aggressive Behaviour and Bullying in the Workplace, Helge Hoel, U. of Manchester; Cary L. Cooper, U. of Manchester; Brian Faragher, U. of Manchester

Tuesday 3:40PM

245. JS:(MED, MOC) Cognitive Style in Life-Long Learning and Management Education and Development: A European Perspective
- 3:40- 5:20 Sheraton Centre: Conference Room D&E
Chairs: Steven John Armstrong, Lincoln School of Management, UK.; Stephen Rayner, U. of Birmingham, UK
Cognitive Style and Individual Performance in Management Education: Important Effects for the New Age of Life-Long Learning, Steven John Armstrong, Lincoln School of Management, UK.
Time to Learn: Cognitive Style and Hypertext Architecture, Martin Graff, U. of Glamorgan, UK
The Creativity Style of Managers and Business Students, Oyvind Martinsen, Institute for Knowledge Management, Norway
Profiling Style Differences in the Management of Special Education: A Polish Perspective, Agnieszka Sliiko-Lutek, Sklodowska U.; Anna Rakowska, Technological U., Lublin, Poland
The Implications of Cognitive Style for Management Education and Development: Some Evidence from the UK, Eugene Sadler-Smith, U. of Plymouth; Richard Riding, U. of Birmingham, UK
A New Time and New Models of Training and Management Education: A Polish Perspective, Agnieszka Sliiko-Lutek, Sklodowska U.; Anna Rakowska, Technological U., Lublin, Poland
Discussants: Gerard Hodgkinson, U. of Leeds; Patricia J. Jensen, Alverno College

246. JS:(MED, SIM, CAR) Personal and Organizational Transformation and the Search for Meaning at Work in Turbulent Times
- 3:40- 5:20 Hilton: McDonald
Chair: John F. Milliman, U. of Colorado
Organizational and Individual Perspectives on Enhancing Employee Commitment in an Era of Downsizing, Judith A. Clair, Boston College; John F. Milliman, U. of Colorado
Transcendent Experiences and Organizational Life, Judith A. Neal, U. of New Haven
Spiritual Crisis and Transformation: Resulting Changes in Individual and Organizational Perspectives and Behaviors, Gerald Biberman, U. of Scranton
Social Capital, Vision, and Meaning: Creating Community in Turbulent Workplaces, Sandra A. Waddock, Boston College

Discussant: Michael Whitty, U. of Detroit, Mercy

247. Discussants: (ONE, ENT, PNP) A New Time and New Directions for Sustainable Entrepreneurship: Seeking and Acting on 'Triple Bottom Line' Opportunities
   - 3:40 - 5:20 Royal York: Tuder 7
   Chair: Norris F. Krueger Jr, Boise State U.
   Walking the Walk: Just How do we Encourage Sustainable Entrepreneurs?, David Alexander, firststep.ca, Toronto
   Market Economics, Sustainable Development and Alleviation of Poverty in the Developing World, Ana Maria Peredo, U. of Calgary
   Discussant: Jon Entine, Ruffrun

248. Multicultural Teams within Multinational Corporations
   - 3:40 - 5:20 Royal York: Territories
   Chair: Elron Efrat, Hebrew U.
   Presenters: Elron Efrat, Hebrew U.; Nicholas Athanassiou, Northeastern U.; Martha L. Maznevski, U. of Virginia; Amy Randel, Wake Forest U.; Margarita C. Mayo, U. of Western Ontario
   Discussant: Cristina Gibson, U. of Southern California

249. U.S. Companies and Work/Life Strategies: Their Diffusion and Effects
   - 3:40 - 5:20 Royal York: Alberta
   Chair: Mary C. Still, Cornell U.
   An Examination of the Relative Impact of Workplace Characteristics and Family-Supportive Benefits on Work/Family Conflict, Perceived Work Success, Absenteeism and Intent to Turnover, P. Monique Valour, Cornell U.; Rosemary Batt, Cornell U.
   Work-Life Practices as Symbolic Innovation: An Examination of Leading U.S. Companies, Mary C. Still, Cornell U.; Phyllis Moen, Cornell U.
   The Supportive Mentor as a Means of Reducing Work-Family Conflict, Troy Nielsen, California State U.; San Marcos; Dawn S. Carlson, Baylor U.; Melenie J. Lankou, Cornell U.
   Balancing Careers in Dual-Earner Couples: Implications for Employee Occupational Attainment, Joy E. Pixley, Cornell U.
   Discussant: Pamela S. Tolbert, Cornell U.

Wednesday 8:30AM

250. The Strategic Use of the Past for the Present and Future: Organizational History and Changes in Image, Identity, & Reputation
   - 8:30 - 10:20 Hilton: McDonald
   Chair: John R. Kimberly, U. of Pennsylvania/INSEAD
   Organizer: Craig Carroll, U. of Texas
   Creating Continuity in a Context of Change: The Framing of Historical Identity, Samia Chreim, U. of Lethbridge
   From Sources to Resources: Using the Past as a Strategic Asset, Ellan O'Connor, Chronos Associates
   Legitimizing Organizational Policies through the Rhetorical Use of History, Craig Carroll, U. of Texas
   Discussant: Hamid Bouchikhi, ESSEC, France

Revising the Past (But Thinking in Future Perfect Tense), Kevin G. Corley, Pennsylvania State U.; Dennis A. Gioia, Pennsylvania State U.

251. Employment Relationships, Culture, and Work Modes Within the Strategic Human Resource Architecture
   - 8:30 - 10:20 Sheraton Centre: Civic Ballroom
   Chairs: Ellen Ernst Kossek, Michigan State U.; Jennifer Palthe, Michigan State U.
   Organization-Level Measures and their Consequences: Strategic Investment in Human Resources Management, Patricia G. Martinez, U. of California, Irvine; Jone L. Pearce, U. of California, Irvine; Lyman W. Porter, U. of California; Anne S. Tsui, Hong Kong U. of Science and Technology
   Employment Regimes for the Factories of the Future: Human Resource Management in Telephone Call Centres, Nick Kinnie, U. of Bath; John Purcell, U. of Bath
   Discussants: Scott A. Snell, Pennsylvania State U.; Peter Cappelli, U. of Pennsylvania

252. Fear of Being Honest: Silence and Self-Censorship in Organizational Settings
   - 8:30 - 10:20 Sheraton Centre: Conference Room D&E
   Discussant: Theresa K. Lant, New York U.
   Presenters: Elizabeth Wolfe Morrison, New York U.; Patricia Faison Hewlin, New York U.

253. Negative Relationships in Social Networks in the Workplace
   - 8:30 - 10:20 Royal York: Alberta
   Chairs: Giuseppe Labianca, Tulane U.; Jonathan Johnson, U. of Arkansas
   A Preliminary Test of the Negative Asymmetry Hypothesis in Workplace Social Networks, Giuseppe Labianca, Tulane U.; Elizabeth Eve Umphress, Tulane U.; Jennifer Kaufmann, Tulane U.
   Weighing the Social Ledger: Alter Influence and Negative Tie Consequences, Jonathan Johnson, U. of Arkansas
   Social Ties and Well Being: Comparing Positive and Negative Social Interactions Within Police Teams, Michelle K. Duffy, U. of Kentucky; Daniel C. Ganster, U. of Arkansas; Milan Pagon, U. of Ljubljana
   Negative Network Relations: Conceptual Clarification and Theoretical Development, Raymond T. Sparrowe, Cleveland State U.; Robert C. Liden, U. of Illinois, Chicago
   Discussants: Daniel J. Brass, Pennsylvania State U.; Michele Williams, U. of Michigan

254. Frisky Business: Issues and Consequences of Workplace Romance
   - 8:30 - 10:20 Royal York: Territories
   Discussant: Hamid Bouchikhi, ESSEC, France
Wednesday 10:40AM

255. JS: (IM, MED, OMT) Management Milestones of the Late 20th Century: The Presidents Speak
- 10:40-12:00 Royal York: Territories
  Chairs: Jane Whitney Gibson, Nova Southeastern; Richard M. Hodgetts, Florida International U.
  Management Milestones for the Sixties, Paul J. Gordon, Indiana U.
  Management Milestones in the 1970s, Lyman W. Porter, U. of California
  Management Milestones - The 1980s, Arthur G. Bedeian, Louisiana State U.
  Reflecting on the 1990s, Richard T. Mowday, U. of Oregon

- 10:40-12:00 Hilton: McDonald
  Chair: Joseph Edward Champoux, U. of New Mexico
  Using Cinema to Teach Organizational Behavior Concepts, David L. Luechauer, Butler U.
  A Diagnostic Approach to Film Usage in Management Education, Glen E. Kreiner, Arizona State U.
  The "Art of Human Resource Management": Through the Lens of Fiction and Film, Nick Nissley, Antioch U.
  The Pleasures and Perils of Reel Learning: A Junior Faculty Perspective, Susan Sistes-Doee, State U. of New York, Brockport; Rajandini Pillai, California State U., San Marcos
  Discussant: William Paul Ferris, Western New England College

257. JS: (TIM, BPS) Modularity in Products, Processes, and Organizational Forms
- 10:40-12:00 Sheraton Centre: Conference Room D&E
  Chair: Melissa A. Schilling, Boston U.
  Product and Process Architectures in the Management of Knowledge Resources, Ron Sanchez, International Institute for Management Development (IMD)
  Technological Structure, Organizational Structure, and Appropriating the Returns from Research, Henry W. Chesbrough, Harvard U.; Clayton M. Christensen, Harvard U.
  Modular Organizational Forms: A Causal Model, Melissa A. Schilling, Boston U.

258. JS: (GDO, OMT) The Staying Power of Status Hierarchies and Their Effects in Organizations
- 10:40-12:00 Royal York: Alberta
  Chairs: Jennifer L. Berdahl, U. of California, Berkeley; Sandra Elizabeth Spataro, U. of California, Berkeley
  Is Higher Status Always Better?: The Role of Status Level and Status Disparity in Individual Effectiveness, Sandra Elizabeth Spataro, U. of California, Berkeley
  Psychological Responses to Status Differences between Groups: A System Justification Perspective, John T. Jost, Stanford U.
  Uncertainty and Social Order: The Role of Status in Group Effectiveness, David A. Owens, Vanderbilt U.
  Emotional Ambivalence in High Status Women: Gender, Power and Emotions, Christina T. Fong, Stanford U.; Larissa Z. Tiedens, Stanford U.

Wednesday 12:20PM

259. JS: (IM, OMT) Applying Institutional Theory in International Contexts
- 10:40-12:00 Sheraton Centre: Dominion Ballroom N
  Chair: John Mezias, U. of Miami
  Institutional Profiles: A New Approach to Conceptualizing and Measuring Country Effects, Tatiana Kostova, U. of South Carolina
  INGO* at the Olympic Apex: International Olympic Committee as Carrier of World Culture for UPS, Lauren Rauscher, Emory U.; Mary Ann Glynn, Emory U.
  Institutional Stability and Organizational Reputation: The Impact for Firms Traded on the Warsaw Stock Exchange, Stephen S. Standfird, Western Washington U.
  Assessing Legal Liabilities of Foreign Acquisitions in the U.S., John Mezias, U. of Miami
  Discussants: Paul M. Hirsh, Northwestern U.; Tina Dacin, Texas A&M U.

- 12:20-2:10 Sheraton Centre: Dominion Ballroom N
  Chairs: Mike W. Peng, Ohio State U.; Igor Filatotchev, U. of London
  EU Enlargement, Transition Economies and Foreign Direct Investment, Saul Estrin, London Business School; Alan Bevan, London Business School
  Markets as Politics: The Evolution of Mergers and Acquisitions in China, Mike W. Peng, Ohio State U.; Yuan Lu, Chinese U. of Hong Kong; Yizheng Shi, Hong Kong Baptist U.
  The Role of Internal versus External Capital Markets on the Value of Spinoffs during Privatization: Evidence from the Czech Republic, Mora V. Machhija, Ohio State U.
  Adapt and Die?: Performance Outcomes of the (Former) State-Owned Enterprises' Strategies, Olga Suhomlinova, U. of Nottingham
  Presenter: John Child, Cambridge U./Hong Kong U.
  Discussant: Oded Shenkar, Ohio State U./Tel Aviv U.

261. JS: (GDO, CAR) Women, Dual Careerists, Copreneurs and Entrepreneurs: Careers, Transitions, Negotiating Strategies and Growth
- 12:20-2:10 Hilton: McDonald
  Chair: Mariann Jelinek, NSF
  Organizer: Dorothy Perrin Moore, The Citadel
  Women's Careers: Directions and Strategies for a New Age, Sherry E. Sullivan, Bowling Green State U.; Lisa A. Mainiero, Fairfield U.
  Women's Negotiation Strategies for Evolving Entrepreneurial Careers, Jamie L. Moore, Chase Manhattan Bank; Dorothy Perrin Moore, The Citadel
Entrepreneurial Couples: How Women Entrepreneurs Bring Family Values to the Workplace, Kathy Marshack, Family Business Consultant

The Digital Renaissance--Success Compression and Other Lessons from the World's Great Entrepreneurs, John P. Gardner, Jr., Gardner Alliances
Discussant: Mariann Jelinek, NSF

262. JS: (ODC, OB, OMT) Conversations in Advancing Research on Organizational Change
- 12:20- 2:10 Royal York: Ontario
Join a group of change researchers in a conversation about theoretical perspectives and empirical methodologies for exploring particular change phenomena.

263. ⚗ JS: (HR, BPS) Compensation Design: New Directions for the New Times
- 12:20- 2:10 Sheraton Centre: Conference Room D&E
Organizer: Vikas Anand, U. of Arkansas
Towards a More Useful Conceptualization of International Compensation, Matthew C. Bloom, U. of Notre Dame; George T. Milkovich, Cornell U.; Atul Mitra, Lyon College
Compensation and Knowledge Sharing: Knowledge Management for the New Economy, Kathryn M. Bartol, U. of Maryland, College Park; Abhishek Srivastava, U. of Maryland, College Park
CEO Compensation and Risk Taking Within a High Tech Context, Martin Larraza-Kintana, U. Publica de Navarra

264. JS: (BPS, OMT) "Flying in Formation" or "Collision Course"?: Alternative Perspectives on Competition in the Context of the Airline Industry
- 12:20- 2:10 Sheraton Centre: Civic Ballroom
Chair: Diana L. Day, Rutgers U., Camden
Resources Versus Rivalry in the U.S. Airline Industry, Richard Makadok, Emory U.; Lacy Glenn Thomas, Emory U.
How Does Performance Matter? The Impact of Multi-Level Performance Framing on Competitive Activity, Eui Jeong, Texas A&M U.; Javier Gimeno, INSEAD
Discussants: Hayagreepa Rao, Emory U.; Ken G. Smith, U. of Maryland

265. ☯ ⚗ JS: (OMT, TIM, MOC) Lessons from Y2K -- Transforming Worldwide Path Dependence through Elements of: Smart Global Change Management, Myth and Ceremony, and Good Luck
- 12:20- 2:10 Royal York: Alberta
Chair: Paul M. Hirsch, Northwestern U.
Y2K and the Failure of Organizational Sensemaking, Deborah J. Dougherty, Rutgers U.
Y2K and the Failure of Organizational Sensemaking, Deborah J. Dougherty, Rutgers U.
Accounting for the "Y2K Bug": Explanations from Organization Theory, Paul M. Hirsch, Northwestern U.
The Institutions of Representing Time and the Technological Imperative, Huseyin Leblebici, U. of Illinois
The Strange Bug that Didn't Bite, Alan D. Meyer, U. of Oregon
Discussant: Karl E. Weick, U. of Michigan
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<td><strong>Monday 8:30AM</strong></td>
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| 266. | Paper Session: Predicting with Personality  
Facilitator: Rene Schalk, Tilburg U.  
OB: Tell Me With Whom You Walk . . . , Steven R. Lovett, SDSU-Imperial Valley Campus; J. C. Wofford, U. of Texas, Arlington  
HR: Exploring Relations Between Typical and Maximum Performance Ratings and the Five Factor Model, Robert E. Ployhart, U. of Maryland; Kim-Yin Chan, Applied Behavioral Sciences Department, Ministry of Defense, Singapore; Beng-Chong Lim, Applied Behavioral Sciences Department, Ministry of Defense, Singapore  
CAR: Protege Personality as a Predictor of Mentoring Experience, Ellen Fagenson-Eland, George Mason U.; Gayle M. Baugh, U. of West Florida |
| 267. | Paper Session: Diversity and Identity in Teams  
Facilitator: Teri Tompkins, U. of Redlands  
GDO: Culturally Heterogeneous Workgroups: The Effects of Leader Behaviors and Attitudes on Conflict and its Relationship to Task and Social Outcomes, Oluremi Bolanle Ayoko, U. of Queensland, Australia; Charmine E. J. Hartel, U. of Queensland, Australia |
| 268. | Paper Session: The Power of Time  
Facilitator: Carolina B. Gomez, Towson U.  
OCIS: Time for Reflection: An Exploration of the Time Basis of Media Richness Theory, Nicole R. D. Haggerty, U. of Western Ontario; Scott Schneberger, U. of Western Ontario; Peter Carr, Athabasca U.  
OB: Eternal Return or Lost Horizons? Uses of Time in a Changing Organization, Ellen O’Connor, Chronos Associates  
SIM: A Time Orientation Scale for Cross Cultural Research, Jose I. Rojas-Mendez, U. of Talca, Chile; Gary Davies, U. of Manchester; Omer Omer, King Saud U., Saudi Arabia; Palsoon Chettamrongchai, UTCC, Thailand; Canan Madran, CUIBF, Turkey  
| 269. | Paper Session: Outsourcing and Human Resources Management  
Facilitator: David B. Balkin, U. of Colorado, Boulder |


**Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6**
**SIT Shared Interest Track**

**ENT:** Environmental Dynamism and Managerial Risk

**HR:** The Role of Transaction Costs and Institutional Forces in the Outsourcing of Recruitment. Marie Diborough, U. of Western Australia; Christina Sue-Chan, U. of Manitoba

**ENT:** Determinants of Satisfaction with Professional Employer Organizations in Small and Medium Enterprises. Brian S. Klaas, U. of South Carolina; John McClendon, Temple U.; Thomas W. Gainey, State U. of West Georgia

☯ ☯ ☯ ☯

**BPS:** Exploring the Growth Strategy of Contract Electronic Manufacturers in Taiwan: A Competence-based Perspective. Ji-Ren Lee, National Taiwan U.; Jen-Shyang Chen, Ming-Chuan U.; Ming-Je Tang, National Taiwan U.

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**Monday 10:40AM**

**270.** Paper Session: When Organizations are Perceived as Supportive
- 10:40-12:00 Royal York: New Brunswick
**Facilitator:** Gary Stark, U. of Minnesota, Duluth


☯ HR: Social Support and Expatriate Performance: The Mediating Role of Expatriate Adjustment. Maria Kraimer, Cleveland State U.; Sandy J. Wayne, U. of Illinois, Chicago; Renata Jaworski, U. of Illinois, Chicago

**OCIS:** The Role of Organizational Commitment and Perceived Organizational Support in Defining Perceptions of the Quality of Organizational Communications Media. Dennis R. Self, Auburn U.; William S. Schaninger, Auburn U.; Achilles A. Armenakis, Auburn U.

☯ HR: Layoff Practices, Perceived Organizational Support, Employee Commitment, and Intention to Quit: The Role of Contingent Workers. James W. Bishop, U. of Tampa; Michael G. Goldsby, U. of Southern Indiana

**271.** Paper Session: Succeeding in Uncertain Environments
- 10:40-12:00 Sheraton Centre: Windsor West
**Facilitator:** Daniel Fogel, U. of Pittsburgh


**ENT:** Owner Perceptions and Scanning of Entrepreneurial Environments in the U.S. and India. Wayne H. Stewart, Jr., Clemson U.; Judith May, U. of Dallas; Anvind Kalia, U. of Rajasthan

**MOC:** Organizational Scanning and Strategic Issue Diagnosis: An Empirical Study. Bard Kuvaas, Norwegian School of Management; Kjell Grønhaug, Norwegian School of Economics and Business Administration

☯ ONE: Regulatory Uncertainty and Managerial Influence: An Empirical Examination of Response Mechanisms to Evolving Regulations. Bruce Clemens, James Madison U.; Charles E. Bamford, Texas Christian U.

**272.** Paper Session: When do Ethics and Integrity Matter?
- 10:40-12:00 Sheraton Centre: Windsor East

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**Monday 2:30PM**

**273.** Paper Session: Perceiving Justice
- 2:30-3:50 Sheraton Centre: Windsor East
**Facilitator:** Gregory A. Bigley, U. of Cincinnati


☯ CM: Distributive Justice in International Joint Ventures: A Study of Chinese Employees. Jaepil Choi, Rutgers U.; Shu-Cheng Chi, National Taiwan U.; Chao C. Chen, Rutgers U.

**OB: COPING with Compensation Disparity: Justifications by Local Chinese in Sino-Foreign Joint Ventures. Chao C. Chen, Rutgers U.; Shu-Cheng Chi, National Taiwan U.; Jaepil Choi, Rutgers U.

**274.** Paper Session: Advancing Our Understanding of Culture: Mobility, Schemas and Similarity
- 2:30-3:50 Royal York: Saskatchewan
**Facilitator:** Bernardo M. Ferdman, CSPS, San Diego


☯ SIM: Convention, Legitimacy and Identification in Cultural Industries. Anastasios Karamanos, Cambridge U.; Chong Ju Choi, Cambridge U.

**275.** Paper Session: Silence and Discourse
- 2:30-3:50 Sheraton Centre: Windsor West
**Facilitator:** Carlos Gonzalez, U. of Massachusetts, Amherst

☯ ODC: Strategy and/or Organizational Change. Alfonso Montuori, California Institute of Integral Studies; Telmo Pievani, U. of Milano-Bicocca

☯ ONE: Millennial Greening: Royal Dutch/Shell Constructs a Corporate Identity for the Environmental Epoch. Sharon M. Livesey, Fordham U.
Shared Interest Track

Monday 4:10PM

276. Paper Session: Why Work-Family Conflict?
• 4:10- 5:30 Sheraton Centre: Windsor West
Facilitator: Douglas R. May, U. of Nebraska, Lincoln

277. Paper Session: Leadership: History, Culture and Information
• 4:10- 5:30 Royal York: New Brunswick
Facilitator: Katherine Xin, Hong Kong U. of Science and Technology
HMT: Transformational Leadership: The Evolution Through Historical Management Thought. John H. Humphreys, Farm Credit Services Of Mid-America; Walter O. Einstein, U. of Massachusetts, Dartmouth
OB: A Cultural Analysis of the Effectiveness of Transformational Leadership. Katherine Xin, Hong Kong U. of Science and Technology; Gretchen Spreitzer, U. of Southern California; Kimberly Hopkins, U. of Southern California
MOC: A "Real-World" Test of the Information-Processing Approach to Leadership: Implicit Leadership Theories (ILTs), Leader-Member Exchanges (LMX) and Employee Outcomes. Olga Epitropaki, U. of Sheffield, UK

278. Paper Session: Revolutionary and Continuous Change
• 4:10- 5:30 Sheraton Centre: Windsor East
Facilitator: Ian M. Taplin, Wake Forest U.
HR: Development and Validation of Measures of Organizational Support and Non-Support for Revolutionary Organizational Change. Leslie Szamosi, City Liberal Studies; Linda Duxbury, Carleton U.
ONE: The Strategic Role of Legitimacy in the Introduction of Post Consumer Recycled Materials: Building Theory From Case Study. Mark Phillip Sharfman, U. of Oklahoma; Thomas Sigerstad, U. of Oklahoma; Rex Ellington, U. of Oklahoma; Mark Meo, U. of Oklahoma
ODC: Toward a Process Model of Strategic Change in Multinational Enterprises. Graeme Martin, U. of Abertay Dundee

279. Paper Session: Does Ownership Make a Difference?
• 4:10- 5:30 Royal York: Saskatchewan
Facilitator: John Hulpke, Hong Kong U. of Science and Technology
IM: The Influence of Organizational Ownership on Managerial Propensity to Diversity: A Study of the Indian Manufacturing Sector. Kannan Ramaswamy, Thunderbird-AGSIM; Mingfang Li, California State U.; Northridge; Rajaram Veliyath, Kansas State U.
BPS: Ownership Structure and Efficiency in the Use of Resources: The Case of Private Firms. Rodolphe Durand, E.M. Lyon; Vicente Vargas, Emory U.

Tuesday 10:30AM

280. Paper Session: Cooperating when Competing
• 10:30- 11:50 Royal York: New Brunswick
Facilitator: Steven M. Sommer, U. of Nebraska
CM: Social Motives and Culture: Implications for Distributive Outcomes in Negotiations. Shirli Kopelman, Northwestern U.

• 10:30- 11:50 Royal York: Saskatchewan
Facilitator: Paul M. Olk, U. of Denver

282. Paper Session: Husbands and Wives
• 10:30- 11:50 Sheraton Centre: Windsor West
Facilitator: Maura Belliveau, Duke U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
**SIT**

**Shared Interest Track**

**GDO:** Determinants of Social Support Provided by Women and Men in Dual-Earner Relationships, Yasmin S. Purohit, Saint Joseph's U.

**GDO:** The Husbands of Midlife Professional Women: Are They "Prince Charmings" of the New Millennium? An Exploratory Study, Judith R. Gordon, Boston College; Karen S. Whelan-Berry, Samford U.

**OB:** An Examination of Crossover and Spillover Effects of Spouse and Expatriate Adjustment on Expatriate Outcomes, Seokhwa Yun, U. of Maryland, College Park; Riki Takeuchi, U. of Maryland, College Park; Paul E. Tesluk, U. of Maryland

**ENT:** Entrepreneurship in Small ‘Copreneurial’ Businesses: Motives, Decisions, and Roles, Catherine Ruth Smith, U. of Newcastle, Australia

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**283. **Paper Session: *Facilitating Organizational Learning*
- 10:30-11:50 Sheraton Centre: Windsor East
  - *Facilitator*: Imre Branyiczki, Budapest U. of Economic Sciences/Takarek Bank

**OB:** Learning Strategies, Innovation and Work Design, David John Holman, U. of Sheffield, UK; Olga Eptropaki, U. of Sheffield, UK; Sue Fernie, London School of Economics
  - *Published in Conference Proceedings*

**BPS:** Learning by Doing Something Else: The Impact of Task Variation on Organizational Learning Curves, Melissa A. Schilling, Boston U.; Alexandre Marangoni, Boston U.; Patricia Gonçalves Vidal, Boston U.; Mahesh Rajan, Boston U.
  - *Published in Conference Proceedings*

**ENT:** Organizational Learning in the Context of Strategic Reorientation, Rune Lines, Norwegian School of Economics and Business Administration; Erik Doving, SNF; Svein T. Johansen, Norwegian School of Economics and Business Administration

**BPS:** Proximity, Vicarious Learning, and the Location of New Outlets in the Texas Drug Store Market, 1990-1998, Arturs T. Kalnins, U. of Southern California; Anand Swaminathan, U. of California, Davis

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**Tuesday, 2:00PM**

**284. **Paper Session: *Legitimating Ambivalence and Ambiguity*
- 2:00-3:20 Royal York: New Brunswick
  - *Facilitator*: Ha Hoang, Case Western Reserve U.

  - *Published in Conference Proceedings*

**BPS:** Interpretive Performance and the Management of Legitimacy in Understructured Environments, Rajesh Kumar, The Aarhus School of Business; V. Ranganathan, Indian Institute of Management, Bangalore, India

**OB:** A Qualitative Study of Organizational Roles in High Tech Start-up Firms, Laurie L. Levesque, Carnegie Mellon U.

**IM:** Lifelines or Anchor Chains: The Effects of Entrepreneurial Orientation and Perceived Environmental Uncertainty on Intended Alliance Usage and Preferred Governance Forms in Crisis Economies, Louis Marino, U. of Alabama; K. Mark Weaver, U. of Alabama, Tuscaloosa; John Hill, U. of Alabama

**285. **Paper Session: *Effects of Electronic Media on Strategy and Individuals*
- 2:00-3:20 Sheraton Centre: Windsor West
  - *Facilitator*: Kevin Kobelsky, U. of Southern California

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**BPS:** Competitive Response to Technology-Driven Change: The Recording Industry and Internet Music Distribution, Robert F. Easley, U. of Notre Dame; John G. Michel, U. of Notre Dame

**MOC:** Trading Rooms as Interpretive Systems, Daniel Beunza, New York U.

**OB:** Virtual Impressions: The Presentation of Self in Electronic Mail, Timothy D. Golden, U. of Connecticut

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**286. **Paper Session: *Hazards of Political Power*
- 2:00-3:20 Sheraton Centre: Windsor East
  - *Facilitator*: Tarun Khanna, Harvard U.

**BPS:** Organizational, Imitative and Network Learning about Political Hazards: The Experience of Japanese Multinational Corporations 1990-97, Witold Jerzy Henisz, U. of Pennsylvania; Andrew Delios, Hong Kong U. of Science and Technology

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**287. **Paper Session: *Extending the Psychological Contract*
- 3:40-5:20 Royal York: Saskatchewan
  - *Facilitator*: Angela Tripoli, U. College, Dublin

**CAR:** Supervisor and Subordinate Views of Psychological Contract Fulfillment: The Impact of Perceptual Differences on Employee Work Attitudes and Behaviors, Scott W. Lester, U. of Wisconsin, Eau Claire; William H. Turnley, Kansas State U.; James M. Bloodgood, Kansas State U.
  - *Published in Conference Proceedings*


**PNP:** Mutualia, Stability and Psychological Contract Breach: A Longitudinal Study, Jacqueline Anne-Marie Coyle-Shapiro, London School of Economics; Ian Kessler, U. of Oxford


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**288. **Paper Session: *Inventiveness and Innovation*
- 3:40-5:20 Royal York: New Brunswick
  - *Facilitator*: Patricia G. Martinez, U. of California, Irvine

**ENT:** Inventiveness of Founding Technology Resources: Implications for the Strategic Actions of New Firms, Donna J. Kelley, Babson College; Mark P. Rice, Rensselaer Polytechnic Institute

**BPS:** Organizing for Innovation in Large Firms, Julian M. Birkinshaw, London Business School; Carl Fey, Stockholm School of Economics

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Legend: = theme, = teaching, = management practice, =international, Other abbreviations p. A38 - 39
Shared Interest Track

**Wednesday 8:30AM**

289. Paper Session: **Promoting Women**
- 8:30-10:20 Royal York: New Brunswick
  *Facilitator: Hugh Scullion, U. of Nottingham*

**GDO:** HRM Practices, Promotion of Women in Management, and Organizational Effectiveness, Yehuda Baruch, U. of East Anglia, UK; Gedaliahu H. Harel, Technion-Israel Institute of Technology; Shay Shamuel Tzahir, Technion-Israel Institute of Technology

**CAR:** Gender Differences in Explanations for Relocating or Changing Organizations for Advancement, Phyllis Tharenou, Monash U.

**MED:** The Crime of Miss Jean Brodie? Women, the New Age and the Fast Track Out of Management, Linda Jayne Perriton, U. of York

*Published in Conference Proceedings*

290. Paper Session: **Shared Cognition and Sensemaking**
- 8:30-10:20 Royal York: Saskatchewan
  *Facilitator: Diane Liang Rulke, U. of London*

**MOC:** Sensemaking into Stable Quasi-Companies: Enabling Reality with Analysts' Valuation Models, Peter B. Hagglund, Stockholm School of Economics

*Winner of MOC Division Best Paper Award*

*Published in Conference Proceedings*

291. Paper Session: **Interorganizational Networks**
- 8:30-10:20 Sheraton Centre: Windsor West
  *Facilitator: Bill McEivil, Carnegie Mellon U.*


**HR:** Leadership Effectiveness of Local Union Presidents, Tove Helland Hammer, Cornell U.; David L. Wazeter, Pennsylvania State Education Association, Harrisburg, Pennsylvania; Mahmut Bayazit, Cornell U.

**BPS:** Are Networks Important? Bharat Anand, Harvard U.; Mikolaj Jan Piskorski, Harvard U.

**ENT:** The Affordable-Resources Strategy and the Milieu-Embeddedness Strategy as Alternative Approaches to Growth for Entrepreneurial Firms in the Biotechnology Industry, Kelvin Wayne Willoughby, State U. of New York, Stony Brook

**Wednesday 10:40AM**

292. Paper Session: **The Value of Social Capital**
- 10:40-12:00 Sheraton Centre: Windsor East
  *Facilitator: Daniel McAllister, Georgetown U.*


**BPS:** The Creation of Adaptive Efficiency: The Interplay of Physical, Human, Social, and Intellectual Capital, Ken G. Smith, U. of Maryland; Christopher Collins, U. of Maryland; Kevin Clark, Bentley College; Cynthia Kay Stevens, U. of Maryland

**BPS:** Social Capital Among Corporate Upper-Echelons and Its Impact on Executive Promotion, Yangmin Kim, Texas A&M U.

**BPS:** Social Capital, Structural Holes, and the Formation of International R&D Linkages: Some Evidence from the Japanese Firms, Kazuhiro Asakawa, Keio U.

293. Paper Session: **Knowledge: Flows and Absorption**
- 10:40-12:00 Royal York: New Brunswick
  *Facilitator: Ray Reagans, Carnegie Mellon U.*

**OMT:** Intrafirm Knowledge Transfer: A Review and Assessment of Current Research, Laura Werber Castaneda, Stanford U.

**BPS:** Strategies to Enhance a Firm's Absorptive Capacity: The Effect of Combinative Capabilities and Knowledge Flows in the Context of Internal Networks, Raymond Van Wijk, Erasmus U.; Frans A. J. Van Den Bosch, Erasmus U.; Henk W. Volberda, Erasmus U.

**MOC:** Focusing on the Forest When You Can't See all the Trees: The Importance of Cognitive Aggregated Structures (CAS) in New Organizational Forms, Fabio Fonti, U. of Illinois, Urbana-Champaign; Robert Whitbred, Texas Tech U.; Noshir Contractor, U. of Illinois, Urbana-Champaign

**BPS:** The Dissemination of Knowledge in an Organization: An Assessment of Knowledge Transfer and Integration, Leyland M. Lucas, Rutgers U.; dt ogilvie, Rutgers U.

294. Paper Session: **Mapping Archetypes and Cognitions**
- 10:40-12:00 Royal York: Saskatchewan
  *Facilitator: Marcia Frideger, Holy Names College*

**OMT:** The Changing Professional Organization: Towards New Archetypes and Typology, David M. Brock, U. of Auckland; Michael John Powell, U. of Auckland

**CM:** Stability and Change in Negotiators’ Mental Maps, Mara Olekalns, U. of Melbourne; Philip Smith, U. of Melbourne

**BPS:** Environmental Instability, Differentiated Inter-Organizational Imitation, and Its Consequences, Charles Baden-Fuller, City U., London

**MOC:** Environmental Misperception and Firm Performance, Kathleen M. Sutcliffe, U. of Michigan; Klaus Weber, U. of Michigan

295. Paper Session: **Types of Efficacy and their Effects**
- 10:40-12:00 Sheraton Centre: Windsor West
  *Facilitator: Lynn M. Shore, Georgia State U.*

**OMT:** Organizational Persistence or Change in the Face of Adversity: A Contingency Theory Based on Efficacy Perceptions, Glen Whyte, U. of Toronto; Werner Auer-Rizzi, Institute for International Management Studies, Johannes Kepler U. of Linz
OB: The Effect of Leadership, Team OCB, and Collective Efficacy on Team Performance, Seokhwa Yun, U. of Maryland, College Park; Craig L. Pearce, U. of North Carolina, Charlotte; Henry P. Sims, U. of Maryland

GDO: Group Efficacy and Outcomes: Moderating Role of Gender Diversity, Cynthia Lee, Northeastern U.; Jiing-Lih Larry Farh, Hong Kong U. of Science and Technology

CAR: Comparing Accessible Reasons to Control Beliefs and Attribute Importance: Identifying Important Factors Underlying Job Search Self-efficacy and Intention, James D. Westaby, Columbia U.; Kenneth Braithwaite, Columbia U.; Barbara Feinberg, Columbia U.

296. Paper Session: Identification and Identity
- 10:40 - 12:00 Sheraton Centre: Windsor East
Facilitator: Christopher D. Zatzick, U. of California, Irvine

CAR: Examining the Subtleties of Intra-role Job Change Over Time: Perceptions of Disidentification, Lois D. Sargent, Queensland U. of Technology

OB: From Organizational Culture to Identification: Integrating Complementary Constructs, Michelle C. Bligh, State U. of New York, Buffalo; James R. Meindl, State U. of New York, Buffalo; Mary Jo Hatch, U. of Virginia

MOC: Effects of Mergers and Acquisitions on Employee Attitudes and Behaviors: A Socio-cognitive Model, Shung Jae Shin, Texas A&M U.

GDO: The Effects of Social Identity and Material Self-Interest on Attitudes Toward Affirmative Action Programs for Women, Alison M. Konrad, Temple U.; Linley C. Hartmann, U. of South Australia

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# Interactive Papers and Caucuses

**Program Chair:** Joan L. Weiner, Drexel U.

**Caucuses Chair:** E. James Flynn, Wake Forest U.

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<td>IP: Strategic Change, Learning &amp; Context • RY: Canadian 8</td>
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Monday 12:20PM

297. Paper Session: Trust, Mergers, and Acquisitions
   • 12:20-2:10 Royal York: Canadian 1
   Facilitator: Michael Lubatkin, U. of Connecticut
BPS: Acquisition or Alliance? A Comparison of Value-Creating Strategies in the Pharmaceutical Industry, James M. Pappas, U. of Massachusetts
BPS: The Cognitive and Affective Antecedents of General Trust in a Strategic Alliance, J. L. Morrow, Jr., Mississippi State U.; Mark H. Hansen, Brigham Young U.; Allison W. Pearson, Mississippi State U.
BPS: Learning to Trust: A Model of the Institutionalization of Trust in Recurrent Alliances, Inga Baird Hill, Ball State U.

298. Paper Session: Dynamic Views of Strategy and Competition
   • 12:20-2:10 Royal York: Canadian 3
   Facilitator: Ming-Jer Chen, U. of Pennsylvania

BPS: An Organizational Entrainment Model: The Pace and Phase of Cyclical Time in Strategic Management, Liliana Maritza Perez, U. of Memphis; Ben L. Kedia, U. of Memphis

299. Paper Session: Diverse Views of Corporate Strategy
   • 12:20-2:10 Royal York: Canadian 4
   Facilitator: Kathryn Rudie Harrigan, Columbia U.
BPS: The Strategy-Performance Relationship: Time the Complementary Dimension, Peter S. Davis, U. of Memphis; Clay Dibrell, Oregon State U.; Brian D. Janz, U. of Memphis
BPS: A Resource-Based Perspective of Growth Via Acquisition, Michael L. Pettus, Millikin U.
BPS: The Effects of Refocusing, Size, Slack, and Munificence on Post-bankruptcy Performance, David Dawley, Florida State U.; James J. Hoffman, Texas Tech U.
Published in Conference Proceedings

300. Paper Session: Business-Level Strategy
   • 12:20-2:10 Royal York: Canadian 15
   Facilitator: Gregory G. Dess, U. of Kentucky
BPS: Better Late Than Never: A Study of Late Entrants in Household Electrical Equipment, Jamal Shamisie, U. of California, Los Angeles; Corey Phelps, New York U.; Jerome Kuperman, Morehead State U.
301. Paper Session: **Japanese Firm Strategies**
   - Facilitator: Allan Bird, California Polytechnic State U.
   - **IM:** The Impact of Ownership Structure on Japanese Corporate Governance, Toru Yoshikawa, Nihon U.; Phillip H. Phan, Rensselaer Polytechnic Institute
   - **IM:** The Effect of Institutional Distance on Multinational Enterprise Strategy: An Empirical Examination of Japanese Firms, Dean Xu, York U.
   - **IM:** International Product Diversification by Japanese MNCs, Heather Berry, U. of California, Los Angeles

302. Paper Session: **The Use and Misuse of Expatriates and Locals**
   - Facilitator: Sully Taylor, Portland State U.
   - **IM:** Managing Foreigners: Trust, Experience and Managerial Influence, Asha Rao, Rutgers U.
   - **IM:** The Relationship between Organizational Slack and MNE Performance, Anthony Goerzen, U. of Western Ontario
   - **IM:** The Utilization of Expatriates: An Agency and Transaction Costs Theory of Managerial Transfer from a Multinational Parent Company to its Foreign Affiliates, Danchi Tan, U. of Illinois, Urbana-Champaign; Joseph T. Mahoney, U. of Illinois, Urbana-Champaign
   - **IM:** The Global Manager? Japanese Expatriate Managers-Managing Over Distance and Time, Diana Rosemary Sharpe, U. of Warwick; William Kelly, U. of Manchester; Glenn Morgan, U. of Warwick; Richard Whitley, U. of Manchester

303. Paper Session: **Joint Ventures, Alliances, and Cooperative Arrangements**
   - Facilitator: Farok Contractor, Rutgers U.
   - **IM:** Legitimacy, Competition and Stability: An Institutional Ecology of International Joint Ventures, Charles Dhanaraj, Indiana U.
   - **IM:** Understanding Motivations of International Joint Venture in China, Steven X. Sti, Concordia U.; Garry Don Bruton, Texas Christian U.
   - **IM:** The Effects of Pre-established Conditions, Formation Planning, and Post-established Interactions on the Performance of International Joint Ventures (IJVs): An Empirical Study of IJVs in Taiwan, Cher-Ming Feng, National Sun Yat-Sen U.; Cher-Hung Tseng, National Sun Yat-Sen U.; Chung-Shing Lee, Pacific Lutheran U.; Hisien-Jui Chung, Feng Chia U.
   - **IM:** Joint Venture Configurations in The Big Emerging Markets: An Analysis of their Performance Implications for American Parents, Hemant Merchant, Simon Fraser U.
   - **IM:** Foreign Direct Investment in China and Franco-Chinese Joint Ventures, Jerome Hubler, IAE de Nancy; Pierre-Xavier Meschi, ESC Marseille-Provence; Tim White, Ecole Supérieure de Commerce de Marseille - Provence
   - **IM:** The Role of Level of Country Development on Type of International Cooperative Arrangement Activities, Krishnan Ramaya, U. of Southern Indiana; faye i. smith, Emporia State U.

304. Paper Session: **Macro Perspectives on Social Issues**
   - Facilitator: Melissa Baucus, Utah State U.
   - **SIM:** Legitimacy: A Meta-Theory, Thomas Sigerstad, U. of Oklahoma; Mark Phillip Sharfman, U. of Oklahoma
   - **SIM:** Understanding the Complexity of Institutional Investors: Implications for Corporate Governance, Lori Verstegen Ryan, U. of Georgia; Marguerite Schneider, College of New Jersey
   - **SIM:** A Commons Perspective on Collaboration: Comparative Local Dynamics - Three Port Domains, John W. Selsky, U. of Melbourne; P.A. Memon, Lincoln U., New Zealand
   - **SIM:** A Neo-Gramscian Approach to Business-Society Relations: Conflict and Accommodation in the Climate Change Negotiations, David L. Levy, U. of Massachusetts, Boston; Daniel Egan, U. of Massachusetts, Lowell

305. Paper Session: **Invention, Discovery, and Timing of Entry**
   - Facilitator: Steven C. Michael, U. of Illinois, Urbana-Champaign
   - **IM:** First Mover Advantage Through Franchising, Steven C. Michael, U. of Illinois, Urbana-Champaign
   - **ENT:** Discovery or Lucky Accident: The Influence of Industry Structure, James Owen Fiet, Jonkoping International Business School
   - **ENT:** Differences in Inventive Content between Independent and Corporate Inventors, Kristina Dahlin, U. of Toronto; Margaret Taylor, Carnegie Mellon U.; Mark Fichman, Carnegie Mellon U.
   - **ENT:** A New Venture's Timing of Entry Decision: An Optimal Stopping Model, Moren Levesque, Rensselaer Polytechnic Institute; Dean Andrew Shepherd, U. of Colorado, Boulder

306. Paper Session: **Negotiator Cognitions and Behaviors**
   - Facilitator: Joseph Banas, Washington U.
   - **CM:** The Determinants of Negotiator's Frame in Wage Negotiations, Hyoeon Jeong Park, Cornell U.; Kang-Sung Lee, Sahmyook U.
   - **CM:** No Deal: Negotiation Impasses and Disputant Self-Efficacy, Kathleen O'Connor, Cornell U.; Josh Arnold, California State U., Long Beach
   - **CM:** Seeing through the Client's Eyes: The Role of Perspective Taking in Generating Interpersonal Cooperation Across Organizational Boundaries, Michele Williams, U. of Michigan
   - **CM:** First offers as anchors: Debiasing by considering the opponent's alternatives, Adam Galinsky, Northwestern U.; Thomas Mussweiler, Northwestern U.

307. Paper Session: **Management Trends Over Time and Their Influences**
   - Facilitator: Leliani Baumanis, Nova Southeastern U.
   - **MH:** Formative Influences of Scientific Meta-Paradigms on Management Thought and Practice, Jim Paul, U. of New Mexico
   - **MH:** Frederick Winslow Taylor and Citizenship Behaviors: A Non-Spurious Correlation?, Satyanarayana Parayitam, Oklahoma State U.
   - **MH:** The Role of Scientific Management in Rural Electrification: Morris L. Cooke’s Quest for a Better Society, Randall L. DuPont, U. of Mobile
**Paper Session: The Enterprise: Evolving through Crises**

- **Facilitators:** Cheryl B. Richardson, Benedictine U.

**MH:** Understanding the Growth of Firms in a Bounded Market Economy: Structural Changes in the Chinese Enterprise System, Seungwha Chung, Yonsei U.


**MH:** Business Groups as Organizations: Rise, Fall, ... and Rise of a Mexican Conglomerate (1974–1998), Anabella Davila, ITESM/EGADE.

**MH:** Multinational Trade and Enterprise in Republican Rome, Karl Moore, Templeton College, Oxford U.; David Charles Lewis, KM & Associates.

**Paper Session: Cognition and its Effects in Organizations**

- **Facilitators:** David R. Schwandt, George Washington U.; Leyland M. Lucas, Rutgers U.

**MOC:** Information and Noise: Towards an Organizational Cognitive Thermodynamics, Eli Berniker, Pacific Lutheran U.

**MOC:** Using Humor to Restore Order in Groups, Prasad Balkundi, Pennsylvania State U.; Barbara Gray, Pennsylvania State U.

**MOC:** Capturing Knowledge and Knowing: What Managers Can Learn from the Thoracic Surgery Board Certification Process, Adelaide Wilcox King, U. of Virginia; Annette L. Ranft, Wake Forest U.

*Published in Conference Proceedings*

**MOC:** In Sync: Synchronicity, Creativity, and Meaningful Paradox, Rita Anne Durant, U. of Alabama.

**OB:** The Bulls, the Bears, and the Self-deprecators: Predicting Stock Prices from Organizational Attributions, Fiona Lee, U. of Michigan; Yao Wang, U. of Michigan; Brenda Gillespie, U. of Michigan; Christopher Peterson, U. of Michigan.

**MOC:** Assessment of Ingratiation in the Organization: The Peer-Review Ingratiation Behavior Scales (PRIBS), David J. Gustafson, Florida State Hospital; David A. Raiston, U. of Oklahoma.

**Paper Session: Stakeholder Relationships & the Natural Environment**

- **Facilitator:** Stephanie Welcomer, U. of Maine

**ONE:** Environmental Performance and Multistakeholder Participation: The Case of the Canadian Forest Products Industry, Leslee Patriquin, Saint Mary’s U.; Cathy Driscoll, Saint Mary’s U.

**ONE:** A Stakeholder Theory Approach to Explaining Corporate Environmental Management: An Empirical Analysis for the Hotel Industry, Jeronimo De Burgos, U. of Almeria; Jose J. Cespedes Lorente, U. of Almeria; M. Jose Alvarez, Carlos III U.

**ONE:** Sustainability Strategies in the Canadian Forest Products Industry: An Exploration, Sanjay Sharma, Saint Mary’s U.

**ONE:** Trans-Sectoral Initiatives: Successful Organizing In Pursuit Of Whole Systems Change, Hilary Bradbury, Case Western Reserve U.; Kathryn M. Kaczmarski, Case Western Reserve U.

**ONE:** A Theoretical Investigation into the Brent Spar Controversy, Stelios C. Zyglidopoulos, Erasmus U.

**Paper Session: The Effect of HRM on MNCs**

- **Facilitators:** Nakiye Boyacigiller, San Jose State U.

**IM:** Aligning Performance Measures and Incentives in European Companies, Stephen Robert Gates, The Conference Board.

**IM:** The Effect of Human Resource Management Practices on MNC Subsidiary Performance in Russia, Carl Fey, Stockholm School of Economics; Ingmar Bjorkman, Swedish School of Economics.

**IM:** Testing the Influence of Countries and National Culture on Compensation Policies, Bruno Sire, U. of Toulouse 1/LIRHE; Michel Tremblay, HEC/CIRANO, Montreal.

**IM:** Impact of Strategic and Organizational Context on the Job Satisfaction of Subsidiary General Managers within MNCs, Anil K. Gupta, U. of Maryland, College Park; Vijay Govindarajan, Dartmouth College; Vincent J. Duriau, U. of Maryland.

**Monday 2:30PM**

**Paper Session: The Affective Side of Learning**

- **Facilitators:** Amy Hietsapelo, Michigan Technological U.; Martin J. Hornyak, United States Air Force Academy/U. of West Florida.

**MED:** Must See TV: The Timelessness of Television as a Teaching Tool, Courtney Shelton Hunt, Northern Illinois U.

**MED:** Adventure Learning: Collectivism and Consequent Impact, H. Alvin Ng, Massey U., Wellington.

*Winner of MED Division Best Paper in Management Development Published in Conference Proceedings*

**MED:** The Effectiveness of Humor for Persuasion in Training and Education, Jim Lytle, York U.

**MED:** The Study of Spirituality at Work: From Providing Answers to Asking Critical Questions, Marjolein Silvia Lips-Wiersma, U. of Canterbury.

**Paper Session: Today’s Careers - Fluid, Not Solid**

- **Facilitator:** Sherry E. Sullivan, Bowling Green State U.


**CAR:** Follow the Leader? The Effects of Social Influence on Employer Choice, Monica C. Higgins, Harvard U.

**CAR:** The Use of Metaphor in Career Theory, Kerr Inkson, Massey U., New Zealand.

**Paper Session: Fairness, Trust, Cooperation, Competition**

- **Facilitator:** Jacques Rojot, U. of Paris, Sorbonne

**CAR:** Trans-Sectoral Initiatives: Successful Organizing In Pursuit Of Whole Systems Change, Hilary Bradbury, Case Western Reserve U.; Kathryn M. Kaczmarski, Case Western Reserve U.

**CAR:** A Theoretical Investigation into the Brent Spar Controversy, Stelios C. Zyglidopoulos, Erasmus U.

**CAR:** The Effect of Human Resource Management Practices on MNC Subsidiary Performance in Russia, Carl Fey, Stockholm School of Economics; Ingmar Bjorkman, Swedish School of Economics.

**CAR:** Testing the Influence of Countries and National Culture on Compensation Policies, Bruno Sire, U. of Toulouse 1/LIRHE; Michel Tremblay, HEC/CIRANO, Montreal.

**CAR:** Impact of Strategic and Organizational Context on the Job Satisfaction of Subsidiary General Managers within MNCs, Anil K. Gupta, U. of Maryland, College Park; Vijay Govindarajan, Dartmouth College; Vincent J. Duriau, U. of Maryland.
Grant Ackerman, Rutgers U.
CM: The Impediments to Cooperation: Fear or Greed?, Peter Hwang, National U. of Singapore

315. Paper Session: The Importance of Gender Effects in Management and Organizations
- 2:30-3:50 Royal York: Canadian 5
  Facilitator: Jennifer Paltte, Michigan State U.
GDO: Individual Technology Adoption in the Workplace: The Role of Gender as a Psychological Construct, Viswanath Venkatesh, U. of Maryland; Michael G. Morris, Air Force Institute of Technology; Tracy Ann Sykes, U. of Maryland; Phillip L. Ackerman, Georgia Institute of Technology
GDO: The Importance of Protagé Gender in the Realization of Mentoring Functions: Who Should Initiate Mentoring?, Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology; Ethlyn A. Williams, U. of Colorado, Colorado Springs
GDO: The Effect of Performance-Feedback and Gender on Personal Goals, Heh Jason Huang, National Sun Yat-Sen U.; Daniel M. Eveleth, U. of Idaho
GDO: Changing Times for Senior Female International Managers: Evidence from Western Europe, Margaret Linehan, Cork Institute of Technology

316. Paper Session: Compensation and Gainsharing
- 2:30-3:50 Royal York: Canadian 6
  Facilitator: Cynthia Fukami, U. of Denver
HR: Broad-Based Employee Stock Options In The U.S.: Do They Impact Company Performance?, James Sesil, Rutgers U.; Maya Kroumova, New York Institute of Technology; Douglas L. Kruse, Rutgers U.; Joseph R. Blasi, Rutgers U.
Published in Conference Proceedings
HR: Differential Effects of Group Pay on Intrinsic Motivation: An Exploratory Study of Three Pay Conditions, Elaine Cahanal Hollensbe, U. of Kansas; James P. Guthrie, U. of Kansas; Ronald A. Ash, U. of Kansas
HR: Incorporating the Element of Time in Incentive Compensation: A Longitudinal Examination of the Impact of Gain Sharing on Quality, Melissa Waite, State U. of New York, Brockport

317. Paper Session: Performance Appraisal and Feedback
- 2:30-3:50 Royal York: Canadian 7
  Facilitator: James A. Breauha, U. of Missouri, St. Louis
HR: Validating a 360 Degree Feedback Program Against Assessment Center Data, Paul William Bamkin Atkins, Australian Graduate School of Management; Robert E. Wood, U. of NSW
HR: The Effects of Multi-Source Feedback Interventions on Affect and Performance: A Social Cognitive Analysis, Suzanne J. Peterson, U. of Nebraska, Lincoln; Alexander Stajkovic, U. of Wisconsin, Madison; Fred Luthans, U. of Nebraska

HR: Self-Monitoring and Appraisal Satisfaction: An Exploratory Field Study, Janice S. Miller, U. of Wisconsin, Milwaukee
HR: A Model of the Direct Determinants of Performance Outcomes, Kevin D. Carlson, Virginia Polytechnic Institute and State U.
Published in Conference Proceedings

318. Paper Session: Examining Change Management Issues: Readiness, Coping, and Barriers to Collaboration
- 2:30-3:50 Royal York: Canadian 8
  Facilitator: Lynda Kilbourne, Xavier U.
ODC: Studying Organizational Change: A Change Response Model with Readiness Factors, Christie J. Kennedy, State U. of New York, Binghamton; David J. Gonsiorowski, Webraiser
Best Interactive Paper Award
ODC: Focused Diagnostic Intervention: A Longitudinal Experiment on Employee Coping, Zizi Shperling, Carnegie Mellon U.; Arie Shriom, Tel-Aviv U.
ODC: The Part and the Whole: Reductionism and Complex Thinking in ERP Systems Implementations, Miguel P. Caldas, EAESP-FGV, Sao Paulo, Brazil; Thomaz Wood, EAESP-FGV

319. Paper Session: Psychological and Relational Dynamics in Managing Change
- 2:30-3:50 Royal York: Canadian 9
  Facilitator: Jeff W. Trailer, Pennsylvania State U., Erie
ODC: The Dynamics of Transitional Space, Robrecht Overlaet, Catholic U. of Leuven; Frank J. Barrett, Naval Postgraduate School
ODC: Internal Consulting Practices and the Credibility Chain, Lynn Matlock, Duke Energy Corporation; Miriam Y. Lacey, Pepperdine U.
ODC: Prospecting for Continuous Organizational Change: The Role of the Psychological Contract, Jill R. Kickul, DePaul U.; Scott W. Lester, U. of Wisconsin, Eau Claire

Monday 6:30PM

320. Caucus: Meditation and Management
- 6:30-8:30 Royal York: Canadian 1
  Presenters: Jane Schmidt-Wilk, Maharishi U. of Management; Dennis P. Heaton, Maharishi U. of Management

321. Caucus: Research Methods in MSR
- 6:30-8:30 Royal York: Canadian 2
  Presenters: Kathy Lund Dean, Saint Louis U.; Scott Safranski, Saint Louis U.

322. Caucus: East Asian Religions and Management
- 6:30-8:30 Royal York: Canadian 3
  This caucus focuses on the impact of Confucianism on East Asian managerial behaviour.
  Presenter: Kun-Jang Kim, California State U.

323. Caucus: The Role of Religion in Business Ethics
- 6:30-8:30 Royal York: Canadian 4
  Presenter: Leigh Lawton, U. of St. Thomas
324. Caucus: The Cracker Barrel Controversy: The Rights of Shareholders in the Corporate Governance of HR
- 6:30- 8:30 Royal York: Canadian 5
Presenter: Leonard Bierman, Texas A&M U.

325. Caucus: Perspectives on Social Issues in Management: A “Binary Dilemma?”
- 6:30- 8:30 Royal York: Canadian 6
Presenters: Marc O. Orlitzy, AGSM; Diane Swanson, Kansas State U.

326. Caucus: To Create a Service Organization Which Provides Quality Services
- 6:30- 8:30 Royal York: Canadian 7
Presenters: Zena Burgess, Swinburne U. of Technology; Fay Oberklaid, Swinburne U. of Technology

327. Caucus: Spirituality and Leadership
- 6:30- 8:30 Royal York: Canadian 8
This caucus will address the relationship between spirituality and leadership. Among issues to be considered are the types of spirituality most relevant to leadership and the comparison of spiritual leadership models and traditional leadership models.
Presenter: Paul Gibbons, U. of London/Pricewaterhouse

328. Caucus: Management and Christian Spirituality
- 6:30- 8:30 Royal York: Canadian 9
Presenter: Barbara Keats, Marquette U.

329. Caucus: Spirituality and Religion in the Workplace
- 6:30- 8:30 Royal York: Canadian 10
Presenter: Nicholas Twigg, Louisiana Tech U.

330. Caucus: Religion in the Non-Profit/Public Sector
- 6:30- 8:30 Royal York: Canadian 11
Socially-oriented functions in non-profit and public sector organizations often mean spiritual or religious motivations are paramount in these organizations. Thus they may provide their members with additional opportunities to incorporate purpose and meaning into their work lives.
Presenter: Roe Goddard, Thunderbird

331. Caucus: Multi-Party Collaborative Settings: Leadership Roles and Required Competencies
- 6:30- 8:30 Royal York: Canadian 12
Presenter: Sandra Schrujver, Tilburg U.

332. Caucus: Workspace Design: Catalyst for Innovation and Change
- 6:30- 8:30 Royal York: Canadian 13
The purpose of this caucus is to provide a forum for and to stimulate conversation on workspace design. It is an opportunity to compare perspectives, raise formal research questions, and to flesh out an agenda to more fully explore the issues involved in the workspace design.
Presenter: Jon W. Beard, Southern Illinois U., Edwardsville

333. Caucus: Islam and Management
- 6:30- 8:30 Royal York: Canadian 14
Presenter: Abbass Alkhafaji, Slippery Rock U.

334. Caucus: Environmental and International Business Ethics
- 6:30- 8:30 Royal York: Canadian 15
Presenter: Carolyn Erdener, Stuttgart Institute of Management and Technology

335. Caucus: Spirituality in Rational Economic Decision-Making
- 6:30- 8:30 Royal York: Canadian 16

336. Caucus: Top Management Team Cognition in Organizational Innovation
- 6:30- 8:30 Royal York: Canadian 17
Presenters: Ben Bryant, London Business School; Jennifer Bogdanny, London Business School

Tuesday 8:30AM

337. Paper Session: Integration and Interdependencies
- 8:30- 10:10 Royal York: Canadian 5
Facilitators: Hale Kaynak, U. of Texas, Pan American; Daniel R. Krause, Utah State U.
OM: Purchasing's Strategic Role and Team Usage, P. Fraser Johnson, U. of Western Ontario; Robert Klassen, U. of Western Ontario; Michel R. Leenders, U. of Western Ontario; Harold E. Fearon, Center for Advanced Purchasing Studies

338. Paper Session: Managing Trust
- 8:30- 10:10 Royal York: Canadian 1
Facilitator: Deborah L. Kidder, U. of Connecticut
OMT: Trust, Positional Security, and Information Transfer in Four Network Ideal-Types: Exploring the Linkages Between Forms of Social Capital, Geoffrey G. Bell, Concordia U.; Marc H. Anderson, U. of Minnesota
OMT: Alliances as Social Facts, Mark de Rond, Oxford U./ESSEC; Hamid Bouchikhi, ESSEC, France; Valerie Leroux, ESSEC, France
OMT: Know Thy Partner: Alliance History, Trust and Trustworthiness in Strategic Alliances, Rebecca E. Weems, Transylvania U.

339. Paper Session: Cognition, Values and Environmental Decision Making
- 8:30- 10:10 Royal York: Canadian 2
Facilitator: Mark Cordano, Wright State U.
ONE: From Green-blindness to the Pursuit of Eco-sustainability: An Empirical Investigation of the Cognitive Frames of CEOs and Environmental Specialists and Corporate Environmental Strategy Choices, Oana Branzei,
Paper Session: Developing Research Methods: Q&A
- 8:30-10:10 Royal York: Canadian 3
  Facilitator: Anshuman Prasad, U. of New Haven


 ↔ RM: Assessing Variation in Communication Across Different Times of Day, Steve Duck, U. of Iowa; Lilliana Cirstea, U. of Iowa; Lise VanderVoo, U. of Iowa


RM: Withholding Effort in Work Groups: Toward Development and Validation of a Measure, Roland E. Kidwell, Niagara U.

Tuesday 10:30AM

Paper Session: Individual and Organizational Perspectives in SIM Research
- 10:30-11:50 Royal York: Canadian 1
  Facilitator: Diane Swanson, Kansas State U.

SIM: Stakeholder Theory ‘Off the Veranda’ in the Context of Family Firms, Premodita Sharma, Dalhousie U.

SIM: Exploring the Dimensionality of the Protestant Work Ethic: The Ethical Implications of Personal Asceticism, Peter Eric Mudrack, Kansas State U.; Sharon Mason, Brock U.

SIM: Spirituality in Management: A Worldwide Framework, Denise Daniels, Seattle Pacific U.

SIM: MBA Student Opinion About the Teaching of Business Ethics Across the Curriculum, Sally J. Power, U. of St. Thomas


SIM: The Impact of Accidents on Corporate Reputations, Stelios C. Zygilospolou, Erasmus U.

Paper Session: Entrepreneurship: Theory and Models
- 10:30-11:50 Royal York: Canadian 2
  Facilitator: George S. Vozikis, U. of Tulsa

ENT: Do Entrepreneurs Dream of Black Sheep?: Toward a Structural Inquiry into the Entrepreneur’s Position in the Social System, Gokce Sargut, Columbia U.; Rita Gunther McGrath, Columbia U.


ENT: Entrepreneurship: The Mother of all Organizational Disciplines, Melissa Cardon, Columbia U.; Charlene E. Zietsma, U. of British Columbia; Patrick Saparto, Rutgers U.; Carolyn D. Davis, Georgia Institute of Technology; Carl J. Kock, U. of Pennsylvania; Brett Paul Matherne, Georgia State U.

Paper Session: New Product Development
- 10:30-11:50 Royal York: Canadian 4
  Facilitators: Anil Khurana, Boston U.; Mohan V. Tatikonda, U. of North Carolina, Chapel Hill


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OM: Maturity and New Product Development Project Performance, Kevin Dooley, Arizona State U.; Anand Subbra, IBM Consulting; John Anderson, U. of Minnesota

Paper Session: Management Development and Curriculum Innovations
- 10:30-11:50 Royal York: Canadian 6
  Facilitators: Kathy Monks, Dublin City U.; James A. F. Stoner, Fordham U.; Mary C. Meisenhelter, York College of Pennsylvania

MED: Teaching MBA And Other Graduate Students How To Work Effectively In Project Groups, Peter McGraw, Macquarie U.; Alan Tidwell, Macquarie U.

MED: A Competency-based MBA Rooted in the Competing Values Framework: One Institutional Response to Failures

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Interactive Papers and Caucuses

346. Paper Session: Decisions on Mentoring and Moving
• 10:30-11:50 Royal York: Canadian 7
Facilitator: Ellen A. Ensher, Loyola Marymount U.
CAR: Team Mentoring: New Directions for Research on Employee Development in Organizations, Ethlyn A. Williams, U. of Colorado, Colorado Springs
Winner of Careers Division Applied Paper Award
CAR: Job Relocation Decisions in the Service Sector: A Qualitative and Quantitative Study, David J. Kennedy, U. of New South Wales, Australia; Timothy A. Judge, U. of Iowa

347. Paper Session: Minority and Majority Employees in Organizational Settings
• 10:30-11:50 Royal York: Canadian 8
Facilitator: Brooke Harrington, Brown U.
GDO: Workforce Diversity and Organizational Performance: A Two-Study Firm-Level Investigation of Gender Effects, Dwight D. Frink, U. of Mississippi; Gerald R. Ferris, U. of Mississippi; Robert K. Robinson, U. of Mississippi; David M. Kaplan, U. of Illinois; Urbana-Champaign; Michelle M. Arthur, U. of Illinois; Urbana-Champaign
GDO: Keeping the Promise: Violations of the Psychological Contract for Minority Employees, Donna Chrobot-Mason, U. of Colorado, Denver; Rachel Zeman, U. of Colorado, Denver
GDO: Predicting Activism in Minority Employee Network Groups, Ray Friedman, Vanderbilt U.; Kellina M. Craig, Howard U.

348. Paper Session: Influencing Behavior in Health Care Organizations: Patient, Nurse, Physician & Manager Levels
• 10:30-11:50 Royal York: Canadian 9
Facilitators: Diane Irvine, U. of Toronto; Joanne McGlown, Jacksonville State U.
HCM: A Comparison of SNF Rehabilitation Treatment and Outcomes under Medicare MCO and Medicare FFS
Reimbursement, Joseph J. Angelelli, Brown U.; Kathleen H. Wilber, U. of Southern California; Robert C. Myrtle, U. of Southern California
HCM: Chemical Dependency Treatment Organizations: Effects of Age and Profit Status on the Leader Style - Performance Relationship, Terry C. Blum, Georgia Institute of Technology; Carolyn D. Davis, Georgia Institute of Technology; Paul M. Roman, U. of Georgia
HCM: The Impact of Workplace Empowerment and Organizational Trust on Staff Nurses’ Work Satisfaction and Organizational Commitment, Heather K. Spence Laschinger, U. of Western Ontario; Joan Ellen Finegan, U. of Western Ontario; Judith Shamian, Health Canada
Winner of HCM Division Best Theory-to-Practice Paper
HCM: Keeping Healthy: Physician Behavior and Clinical Practice Decisions, Avi Kirschenbaum, Technion; Rita Mano-Negrin, U. of Haifa; Brian Mittman, RAND Corporation

349. Paper Session: Four Approaches to Strategic Change in Health Care Organizations
• 10:30-11:50 Royal York: Canadian 10
Facilitators: Louise Lemieux-Charles, U. of Toronto; Christopher Shook, U. of Texas, Arlington
HCM: An Investigation of Resource-based and Strategic Group Influences on Hospital Performance Using Hierarchical Linear Modeling, Jeremy Collin Short, Portland State U.; Timothy B. Palmer, Western Michigan U.; David J. Ketchen, Florida State U.
HCM: The Impact of Strategic Planning on Consolidation and Vertical Integration of Medical Group Practices, Beth Woodward, Belmont U.; Myron D. Fottler, U. of Central Florida; John D. Blair, Texas Tech U.
HCM: Strategic Change in Hospital Organizations - The Role of Actors’ Way-of-thinking, Thomas Ericson, Jönköping International Business School; Leif Melin, Jönköping International Business School

350. Paper Session: Reengineering, Change and Consulting Effectiveness
• 10:30-11:50 Royal York: Canadian 12
Facilitator: Rickie Moore, E.M. Lyon/ISEOR
MC: Resistance to Change: If we know so much, why does it still threaten effective consulting?, Miguel P. Caldas, EAESP-FGV, Sao Paulo, Brazil; Jose Mauro C. Hernandez, EAESP-FGV, Fundação Getúlio Vargas
MC: Institutionalization of Values: A Reengineering Case Study, Donald Dale Marple, Marple Consulting; Gordon Ray Simerson, U. of New Haven
Published in Conference Proceedings
MC: Reengineering Between Acceptance and Organizational Tensions: A Case Study in Europe, Christian Marc Defélix, Université Grenoble, France

Tuesday 2:00PM

351. Paper Session: Strategic Change, Learning, and Context
• 2:00-3:20 Royal York: Canadian 8
Facilitator: Steven W. Floyd, U. of Connecticut

BPS: The Phoenix of Manufacturing Employment in the Midwest: Organizational Learning Under Duress. Anne S. Miner, U. of Wisconsin, Madison; Andreas Schwab, U. of Mississippi; Craig A. Olson, U. of Wisconsin, Madison; David F. Robinson, Texas Tech U.; Susan J. Moeser, U. of Wisconsin, Madison

BPS: Antecedents of Strategic Change: The Role of the CEO’s Personal Goals. Lucy A. Arensd, U. of Wisconsin, Milwaukee


BPS: Nonlinear and Interaction Effects of Top Management Team Experience Heterogeneity on Firm Performance: The Case of IPOs in Medical and Surgical Instruments Industry. Yasemin Y. Kor, U. of Illinois, Urbana-Champaign; Joseph T. Mahoney, U. of Illinois, Urbana-Champaign


352. Paper Session: Diverse Perspectives on Firm Growth
   • 2:00-3:20 Royal York: Canadian 1
     Facilitator: Hugh O’Neill, U. of North Carolina
     BPS: Chandler on Growth. Denise Lima Fleck, McGill U./Coppad/UFRJ
     BPS: A Resource-Based View of Firm Growth: Managerial Capability, Diversification, and Organizational Learning. Douglas R. Johnson, Purdue U.; Donald E. Halffield, Virginia Polytechnic Institute and State U.; Carl Voigt, U. of Southern California

353. Paper Session: Technology and Strategy
   • 2:00-3:20 Royal York: Canadian 2
     Facilitator: Ranjay Gulati, Northwestern U.
     BPS: What’s in a Name.com?: The Effects of Dot-Com Name Changes on Stock Prices and Trading Activity. Peggy M. Lee, Emory U.
     BPS: Signaling the Quality of High Technology Ventures. Timothy B. Foltz, Purdue U.; Terry L. Amburgey, U. of Toronto; Jay J. Janney, Ball State U.
     Published in Conference Proceedings

354. Paper Session: Resources and Strategy
   • 2:00-3:20 Royal York: Canadian 4
     Facilitator: Gabriela Szulanski, U. of Pennsylvania

355. Paper Session: Globalization and Localization
   • 2:00-3:20 Royal York: Canadian 5
     Facilitator: Stephen B. Tallman, U. of Utah
     BPS: An Empirically Derived Taxonomy of Organisational Routines. Veronique Ambrosini, Cranfield School of Management; Cliff Bowman, Cranfield School of Management

356. Paper Session: Culture and Work
   • 2:00-3:20 Royal York: Canadian 6
     Facilitator: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign
     BPS: Cross-National Differences in Attitudes toward Women’s Employment: A 22-Nation Study. Gordon W. Cheung, Chinese U. of Hong Kong; Roger B. Rensvold, City U. of Hong Kong
     BPS: A three-country study of beliefs about work in the Middle East. Christopher John Robertson, Northeastern U.; Jamal A. Al-Khatib, James Madison U.; Mohammed Al-Habib, King Abdul Aziz U.; Daryll Lanoue, United States Coast Guard Academy

357. Paper Session: Doing Business in Transition Economies
   • 2:00-3:20 Royal York: Canadian 7
     Facilitator: Douglas Nigh, U. of South Carolina

IM: The Impact of Environmental and Personal Variables on Entrepreneurship in Transition Economies: An Empirical Analysis, Elvina Ibrayeva, Southwest State U.; Fred Luthans, U. of Nebraska; Alexander Stajkovic, U. of Wisconsin, Madison

IM: Export Orientation, Strategic Choices and Corporate Governance in Privatized Firms in Russia, Ukraine and Belarus: Theory & Practice, Igor Filatochev, U. of London; Natalya Dyymina, U. of Nottingham; Mike Wright, U. of Nottingham; Trevor Buck, De Montfort U., Leicester

IM: The Impact of Different Sources of International Experience on the Performance of Western Firms' Ventures in Central and Eastern Europe, Rian Drogendijk, Tilburg U.; Harry G. Barkema, Tilburg U.

358. Paper Session: Selection and Recruitment
   • 2:00-3:20 Royal York: Canadian 3
   Facilitator: Talya N. Bauer, Portland State U.


HR: Do Capable Managers have High Tacit Knowledge?, Raymond Gordon, Queensland U. of Technology; Kathryn Gow, Queensland U. of Technology

HR: Utility analysis acceptance research: A review and analysis, Philip L. Roth, Clemson U.; Albert H. Segars, U. of North Carolina, Chapel Hill

HR: Can Job Search Influence Work Adjustment? It All Depends on the Fit, Alan M. Saks, York U.; Blake E. Ashforth, Arizona State U.


359. Paper Session: Leadership from the Frontline: 20th Century Lessons to Remember
   • 2:00-3:20 Royal York: Canadian 9
   Facilitator: William Kohley, Benedictine U.

MH: "What the Hell Do We Do Now, Sir?": Lessons on Planning and Leadership from Omaha Beach, Thomas J. Hench, U. of Wisconsin, La Crosse

MH: Leadership Theories are a Product of their Time: A Historical Review of 20th Century Leadership Theories, Mark M. Suazo, U. of Kansas

MH: The Problems and Prospects of Professionalization In Management History, Omid Nodoushani, U. of New Haven; Patricia Ann Nodoushani, U. of Hartford

   • 2:00-3:20 Royal York: Canadian 10
   Facilitator: Terrell Manyac, Nova Southeastern U.

MH: Clearing up the Uncertainty about Uncertainty: A New Classification Scheme for Research on Environmental Uncertainty, Patrick Kreiser, U. of Alabama; Louis Marino, U. of Alabama

MH: Technological Epochs, Organizations & Markets, Janice A. Black, New Mexico State U.; Charles Herrmans, New Mexico State U.


Ronald B. Shuman Best Graduate Student Paper Award

361. Paper Session: Building Theory
   • 2:00-3:20 Royal York: Canadian 12
   Facilitator: Candace Jones, Boston College

OMT: Firm Interaction and Herd Behavior in Foreign Direct Investment: Linking the Science of Complexity, Jeho Lee, Korea Advanced Institute of Science & Technology; Jaeyong Song, Columbia U.


OMT: The Liabilities of Newness, Oldness, and Smallness in the Management Consulting Industry: Complementary or Competing Processes?, Robert J. David, Cornell U.

OMT: Complexifying Organizational Theory: Illustrations Using Research on Time, Joseph Ofori-Dankwa, Saginaw Valley State U.; Scott D. Julian, Saginaw Valley State U.

Tuesday 3:40PM

362. Paper Session: Cross Cultural Organizational Behavior
   • 3:40-5:20 Royal York: Canadian 1
   Facilitator: Kathleen Dechant, U. of Connecticut, Stamford

OB: Linguistic Effects on Translated Organizational Measures: A Study of Bilinguals, Juan I. Sanchez, Florida International U.; Alex Alonso, Florida International U.; Paul E. Spector, U. of South Florida; Chockalingam Viswesvaran, Florida International U.

OB: One Leader, Two Images: Cultural Differences in Leaders’ Social Construction, Cheryl Tay, Nanyang Business School; Christine Koh, Nanyang Business School; James R. Meindl, State U. of New York, Buffalo


OB: Self Before Others or Others Before Self: A Pan-cultural Study of Individualism-Collectivism and Decision Criticality on Group Influence, K. Yee Ng, Michigan State U./Nanyang Business School, Singapore; Mei Ling Tan, Nanyang Business School; Soon Ang, Nanyang Business School

363. Paper Session: Motivation
   • 3:40-5:20 Royal York: Canadian 2
   Facilitator: Scott Seibert, Cleveland State U.

OB: Money and Mental Health: It’s not the Money, it’s the Motives, Abhishek Srivastava, U. of Maryland, College Park; Edwin A. Locke, U. of Maryland, College Park; Kathryn M. Bartol, U. of Maryland, College Park

OB: Predicting Team Performance and Viability: The Mediating Role of Efficacy Beliefs, Leisa D. Sargent, Queensland U. of Technology; Christina Sue-Chan, U. of Manitoba

OB: Time, Justice and Expectancy in the Grievance Appeals Process, Juliana Durr Lilly, U. of Texas, Arlington; Joanne H. Gavrin, U. of Texas, Arlington
Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

OB: Negative Affectivity, Role Stress, and Work-Family Conflict, Albena Z. Stoeva, Drexel U.; Randy Chiu, Hong Kong Baptist U.; Jeffrey H. Groenhart, Drexel U.

OB: Putting Job Insecurity in Context: A Study of Perceived Insecurity in a Downsizing Environment, Brenda A. Lautsch, Simon Fraser U.; Gil A. Preuss, Case Western Reserve U.

371. Paper Session: Voice
   • 8:30-10:20 Royal York: Canadian 4
   Facilitator: Frederick Morgeson, Michigan State U.

OB: Pursuing the Good, the Known, or the Unknown: Antecedents of Feedback Seeking Motives, Gary Stark, U. of Minnesota, Duluth; Steven M. Sommer, U. of Nebraska

OB: Time, the Impact of Voting, and Majority/Minority Subgroup Membership in a Majority Rule Decision, Kenneth H. Price, U. of Texas; Juliana Durr Lilly, U. of Texas, Arlington


372. Paper Session: Current Theoretical Trends in OCIS
   • 8:30-10:20 Royal York: Canadian 5
   Facilitator: Carol Stoak Saunders, U. of Oklahoma

OCIS: The Structuration Theory in IS: Usage Patterns and Methodological Issues, Marlei Pozzebon, McGill U.; Alain Pinsonneault, McGill U.

OCIS: A Theory of Technology and Depth of Meaning: Focusing on Dynamic Reorganization of Time, Associations, and Concepts, Shaila Maria Miranda, Florida Atlantic U.

OCIS: The Virtual Corporation: Empirical Evidences to a Three Dimensional Model, Christian Scholz, U. of Saarland

373. Paper Session: New Empirical Directions in OCIS
   • 8:30-10:20 Royal York: Canadian 6
   Facilitator: George M. Marakas, Indiana U.

OCIS: Does Experience Counteract the Effects of Dispositions to Trust and Distrust on Cooperation in Project Teams?, John E. Galvin, Florida State U.; D. Harrison McKnight, Florida State U.; Manju K. Ahuja, Florida State U.

OCIS: Intention to Explore Information Technology: An Examination of the Effects of Task Environment and Differences Across Genders, Jason Bennett Thatcher, Florida State U.; Manju K. Ahuja, Florida State U.

OCIS: Group History, Media, Group Process, and Group Outcomes in Computer-Mediated Communication Environments: A Process Analysis, Youngin Yoo, Case Western Reserve U.; Elizabeth M. Essex, Case Western Reserve U.

OCIS: Factors Influencing the Frequency of Information Solicitation at Work: The Test of a Theoretical Model, Daniel F. Michael, Auburn U.; Montgomery; Stanley G. Harris, Auburn U.; William F. Giles, Auburn U.

374. Paper Session: International, Comparative Perspectives in Learning and Development
   • 8:30-10:20 Royal York: Canadian 7
   Facilitators: Suzyn Ornstein, Suffolk U.; Alberto Zanzi, Suffolk U.

MED: Globalization of business and definition of success, Richard Weaver, National U.; Iraj Mahdavi, National U.

MED: A Cross-Cultural, Multi-Dimensional, Nonlinear Examination of Managerial Skills and Effectiveness, Frank Shipper, Salisbury State U.


375. Paper Session: Legal, Institutional, and Arbitration Perspectives on Discrimination
   • 8:30-10:20 Royal York: Canadian 8
   Facilitator: Beverly J. DeMarr, Michigan State U.


GDO: Employer Compliance with Human/Civil Rights Legislation: Job Application Forms, Sondra Louise Harcourt, Waikato U., New Zealand; Mark Lawrence Harcourt, Waikato U., New Zealand

GDO: The Relationship Between Contextual Factors and Responses to Sexual Harassment: Evidence From Arbitration, Karen L. Middleton, Oklahoma City U.; Margaret A. Lucero, U. of Wyoming; Sue Stewart-Belle, Texas A&M U.

GDO: An Examination of Gender and Occupational Biases in Jurors' Evaluations of Sex Discrimination Claims, Teri Elkins, U. of Houston; James S. Phillips, U. of Houston; Rob Konopaska, U. of Houston


   • 8:30-10:20 Royal York: Canadian 9
   Facilitators: Elizabeth Goodrick, Florida Atlantic U.; Christopher Johnson, U. of Florida

HCM: Comparison of Older Adult Subject and Proxy Responses on the SF-36 Health Related Quality of Life Instrument, Kathleen H. Wilber, U. of Southern California; Judy Yun Yip, U. of Southern California; Robert C. Myrtle, U. of Southern California; Robert C. Myrtle, U. of Southern California; David Neal Grazman, U. of Southern California


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HCM: Differences in Management "Profiles" at Public and Privately Owned Homes for the Mentally Retarded, Gila Keinan, Tel-Aviv U.; Ran Lachman, Tel-Aviv U.

377. Paper Session: Exploring Consulting Concepts
   • 8:30-10:20 Royal York: Canadian 10
Facilitator: Aaron J. Nurick, Bentley College

MC: Transforming Consulting Knowledge into Business Fads, Bertrand Venard, ESSCA


MC: The Relationship Between Employee Engagement and Leader Effectiveness: The Mediating Role of Self-Efficacy, Fred Luthans, U. of Nebraska; Suzanne J. Peterson, U. of Nebraska, Lincoln

   • 8:30-10:20 Royal York: Canadian 11
   Facilitators: Colin Eden, U. of Strathclyde; Camille Jackson, U. of Queensland, Australia
   MOC: Cheating at Solitaire: Self-deception, Executive Mental Health and Organizational Performance, Reginald A. Litz, U. of Manitoba
   OB: Attributional Style in Work Settings: Development of a Measure, Blake E. Ashforth, Arizona State U.; Mel Fugate, Arizona State U.
   MOC: Evaluation of a Typology of Implicit Theories for Effective Management Decision Making, Bernard Goitein, Bradley U.
   MOC: Goals and Risky Choice: Choice Behavior Above a Goal, Scott Allister Jeffrey, U. of Chicago

   • 8:30-10:20 Royal York: Canadian 12
   Facilitator: Bruce Paton, U. of California, Santa Cruz
   ONE: Considering Some Preconditions of Regional Industrial Ecology, Jouni Antero Korhonen, U. of Jyvaskyla
   ONE: Strategic Process and Global Sustainability, Stuart L. Hart, U. of North Carolina, Chapel Hill; Mark B. Milstein, U. of North Carolina, Chapel Hill
   ONE: Different Strokes: Differences in Regulatory Styles and Environmental Strategy in the Canadian and U.S. Energy Sectors, Sanjay Sharma, Saint Mary's U.
   ONE: Voluntary Agreements for the Environment: Dynamic Capabilities and Transaction Costs, Magali A. Delmas, U. of California, Santa Barbara; Ann Terlaak, U. of California, Santa Barbara
   ONE: Corporate Architectures for Sustainability, Andrew Brent Griffiths, Queensland U. of Technology; Joseph A. Petrick, Wright State U.

Wednesday 10:40AM

380. Paper Session: Complexity, Change, and Vision in the Entrepreneurial Process
   • 10:40-12:00 Royal York: Canadian 1
   Facilitator: Jacqueline N. Hood, U. of New Mexico

ENT: The Non-Linear Dynamics of Change: A Self-Organization Based Theory of Transitions, Benjamin Bergmann Lichtenstein, U. of Hartford


ENT: Applying Complexity Theory to The Study of Rapid Growth: An Agenda for Future Research, Charlene Linda Nicholls-Nixon, U. of Western Ontario; Niels Billou, U. of Western Ontario

381. Paper Session: Entrepreneurs' Behavior
   • 10:40-12:00 Royal York: Canadian 2
   Facilitator: Benson Honig, U. of Haifa

ENT: Entrepreneurial Interest of University Students in Singapore, Clement Wang, National U. of Singapore; Poh Kam Wong, National U. of Singapore

ENT: The Domestic Division of Labor and the Effects of Self-Employment on Work/Home Conflicts, Earnings, and Psychological Well Being, Greg S. Hundley, Purdue U.

ENT: A Model of Entrepreneurial Team Performance, Maw-Der Foo, National U. of Singapore

ENT: Exit Strategies of Venture Capital-backed Companies in Singapore, Clement Wang, National U. of Singapore; Valerie Y.L. Sim, National U. of Singapore

ENT: Perceptions of Female Entrepreneurs: Evidence for the Beneficial Effects of Attributional Augmenting, Robert A. Baron, Rensselaer Polytechnic Institute; Azita Hirsa, Rensselaer Polytechnic Institute; Gideon D. Markman, Rensselaer Polytechnic Institute

382. Paper Session: Conflict, Culture and Gender
   • 10:40-12:00 Royal York: Canadian 3
   Facilitator: Deborah L. Kidder, U. of Connecticut

CM: Motivation to Search: Communication, Culture, and Electronic Media, Ashleigh Shelby Rosette, Northwestern U.; Jeanne M. Brett, Northwestern U.; Zoe Barness, Texas A&M U.; Anne Lytle, Hong Kong U. of Science and Technology


CM: Reciprocity Of Information Sharing And Persuasive Behaviors In Same-Culture Negotiations, Wendi L. Adair, Northwestern U.

383. Paper Session: Brain Drain, AIDS and Organizational Outcomes
   • 10:40-12:00 Royal York: Canadian 4
   Facilitator: Mary A. Gowan, U. of Central Florida

HR: Aids and the Human Resource Managers: The Effects of Individual Differences on Fear of AIDS and Organizational Outcomes, Vivien KG Lim, National U. of Singapore; Geok Leng Loo, National U. of Singapore

HR: Brain Drain in Declining Organizations: Toward a Research Agenda, Zehava Rosenblatt, U. of Haifa; Zachary Sheaffer, U. of Haifa

384. Paper Session: Perceptions and Their Implications
   • 10:40-12:00 Royal York: Canadian 5
   Facilitator: William B. Stevenson, Boston College

OMT: Institutional Influences in Competitive Fields: The Case of Layoffs, Sheila Taylor Goins, U. of Chicago
OMT: Managerial Ideologies as Rationalizers: The Moderating Effects of Managerial Ideologies on the Relationship between Profitability and Downsizing, Kathleen Garrett Rust, Elmhurst College; William McKinley, Southern Illinois U., Carbondale

OMT: From Statistical Quality Control, via Quality Systems to Total Quality Management: The Institutionalization of a New Management Approach, Peter Walgenbach, U. of Erfurt, Germany; Nikolaus Beck, U. of Mannheim, Germany

OMT: Firms, Bureaucracies, Institutions, and Networks, James Douglas Orton, U. of Nevada, Las Vegas

Paper Session: Research Methods - an Overview and Details
- 10:40-12:00 Royal York: Canadian 6
Facilitator: Jodi S. Goodman, Purdue U.


RM: Content Analysis of Firms’ Web Sites: Methodological Foundations, Software Solutions, and Implementation Issues, Vincent J. Duriau, U. of Maryland; Rhonda K. Reger, U. of Maryland, College Park; Hermann Achidi Ndofor, U. of Maryland, College Park

RM: An Analysis of the Policy-Capturing Method: Issues and Suggestions, Ronald Jay Karren, U. of Massachusetts; Melissa W. Barringer, U. of Massachusetts

RM: Using Item Response Theory to Identify Beta Change over Time in Likert-Scale Job Satisfaction Data, Adam Wesley Meade, U. of Georgia; Janet Elaine Hecht, U. of Georgia; Gary J. Lautenschlager, U. of Georgia; Claudia R. Barroso, U. of Georgia; Garnett S. Stokes, U. of Georgia
Art and Poetry: Images of a New Time
Program Chair: J. Keith Murnighan, Northwestern U.

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<th>Start</th>
<th>Time</th>
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<td>7:00pm</td>
<td>386.  Images of a New Time, Opening #1</td>
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<td>9:00am</td>
<td>388. The Village Square</td>
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<td>389. Times on My Mind</td>
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<td>9:00am</td>
<td>390. Making Time in a New Time</td>
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Sunday 7:00PM

386. Images of a New Time, Opening #1

- 7:00 - 8:30 Royal York: Ballroom 2
  Chair: J. Keith Murnighan, Northwestern U.
  Seven Haiku to the Research Enterprise, Stephen G. Green, Purdue U.
  Island Rock Wall, William Paul Ferris, Western New England College
  What Is Time?, Mark P. Kriger, Norwegian School of Management
  Make it Count, Jeri-Elayne Goosby, Case Western Reserve U.
  Seeing Time: Different Forms, Different Places - An Exhibition of Photography, Chris Poulson, California Polytechnic State U., Pomona
  2 Be Continued - A Collaborative Journey in Time, Jane E. Saik, ESSEC, France; Jean-Paul Savignac, Artist
  A Clockwork Postmodern, Steven S. Taylor, Boston College
  Transitional Times: A Creative Exploration of Organisational Life, Laura Christine Breamley, RMIT U.
  Tidy Lives, faye l. smith, Emporia State U.
  Cleaning the Office, Teresa M. Amabile, Harvard U.
  Bark Jug, Michelle Amy Lougee, Boston U.; Linda C. Angell, Pennsylvania State U.
  Chip, Michelle Amy Lougee, Boston U.; Linda C. Angell, Pennsylvania State U.
  The Balancing Act: An Illustration of a Polyrhythmic Workplace, Jeri Ripley King, U. of Missouri
  Lion, Pieter Van Houte, GRID; Steven A.Y. Poelmans, IESE, U. of Navarra, Spain.
  Images of a New Time: Expressed in Stained Glass Art (Using Art to Facilitate the Materialization of Ideas), Nick Nissley, Antioch U.; Kirk Hummer, St. Ann's Hospital, Columbus, Ohio
  My Neighbor's Porch Light, Robert Harrington, Washington State U.
  Making Time in a New Time, Patricia Rowe, U. of Queensland, Australia; Michael B. Bishop, U. of Queensland, Australia
  Times on My Mind, Joy E. Beatty, Boston College; John C. Beatty, Diamond Chrome Plating, Inc.
  Downsized: Time to Take Huelita's Advice, Ana Sierra Leonard, U. of Cincinnati
  Rebuilding Time: Bosnia and Herzegovina, Summer 1999, Eric Martin, State U. of New York, Albany
  Transition to a New Time: From Industrial Age to Information Age, Dennis A. Gioia, Pennsylvania State U.
  Antichronism, Rebecca E. Weems, Transylvania U.
  Exploring the Dynamic Edge of Knowledge: The Joy and Challenge of Scholarship (Handbuilt Ceramic Sculpture), Karen Bishop, U. of Louisville


387. The Village Square

- 7:00 - 10:00 Royal York: Ballroom 2
  Chair: J. Keith Murnighan, Northwestern U.
  Changing Times, Jamie L. Moore, Chase Manhattan Bank
  Ivory and Avarice, Jamie L. Moore, Chase Manhattan Bank
  Time on the Lake, Kelly Strong, Michigan Technological U.
  Dancing with Time, Keith James, Colorado State U.
  Eternal Horizons, Allen C. Bluedorn, U. of Missouri, Columbia
  Evolving Organizational Mindset, Robert W. Keidel, Drexel U.
  Man, Special Offer, Denison Rugsavann, Escola Guignard/UEMG; Luiz Alex Silva Saraiva, U. Federal de Minas Gerais
  The Silent Touches of Time, Nancy J. Adler, McGill U.
  Time Bill, Carl Ralph Sinclair, Management Consultant
  Time is the Soul of the World, Nancy J. Adler, McGill U.
  Postmodern Gas, Jim Paul, U. of New Mexico
  The Research U. Early Career Blues, Teresa J. Rothausen, U. of St. Thomas
  Management of Musical Elements in Time (from Arnold Schoenberg's Mannata in Pierrot Luniare, Op. 12, 1912), Chee Kong Ho, National U. of Singapore; Chay Hoon Lee, Nanyang Technological U.
  Flexibility in Group and Management in DS-2 for 4 Percussionists, Chee Kong Ho, National U. of Singapore; Chay Hoon Lee, Nanyang Technological U.
  Imagining a New Time: A Fairy Tale, Gail Whiteman, Queen's U.
  Patterns of Organized Activity: Ancient Times to Postmodern Times (1st Millennium BCE to 3rd Millennium CE), Dennis A. Gioia, Pennsylvania State U.
  Poetic Time, Michel Avital, Case Western Reserve U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
<table>
<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
</tr>
</thead>
</table>
| Tuesday 9:00AM | **The Village Square**  
- 9:00-10:00 Royal York: Ballroom 1  
*Chair:* J Keith Murnighan, Northwestern U. |
| Tuesday 3:40PM | **Images of a New Time, Opening #3**  
- 3:40-5:00 Royal York: Ballroom 2  
*Chair:* J Keith Murnighan, Northwestern U.  
  - *Waters of Time,* Cheryl L. Adkins, Louisiana State U.  
  - *The Meaning, or Measure, of Time,* Debra L. Shapiro, U. of North Carolina, Chapel Hill  
  - *It's A New Time,* William McKinley, Southern Illinois U., Carbondale  
  - *Lost in Time...,* Hal B. Gregersen, Brigham Young U.  
  - *Alpha or Omega?,* Hal B. Gregersen, Brigham Young U.  
  - *Ribbons of Times Tied in (K)nots,* Gabe Buntzman, Western Kentucky U.  
  - *Timeless Classics: Musings on Freewill and Management,* Sally E. Riad, Victoria U. of Wellington, New Zealand; Sherif Millad, National Institutes of Health and Safety  
  - *On the Hill in Sefad,* Jacob Eisenberg, Colorado State U.  
  - *Time, Work, and Intimacy: The Psychospiritual Infrastructure of Organizations,* Joel Bruce Bennett, Texas Christian U.  
  - *Memory, Time, and Self,* Paul James Forte, U. of Rhode Island  
  - *Management Time,* Rado P. Kotorov, Bowling Green State U.  
  - *Psyche's Clock: Changing Images of Woman at Work 1,* Roz Chattaway, U. of Wollongong, Australia; Michael Zanko, U. of Wollongong, Australia  
  - *The Burlington Northern and Santa Fe at the Tehachapi Loop in California 1999,* Alexis Downs, U. of Central Oklahoma  
  - *The Fullness of Time,* Susan Mohammed, Pennsylvania State U.  
  - *Time Gradients,* Charmine E. J. Hartel, U. of Queensland, Australia; Gunter Hartel, U. of Queensland, Australia  
  - *Managing With Horse Sense,* Grace Ann Rosile, New Mexico State U.  
  - *Speeding Snowflakes,* Erika L. Ringseis, U. of Calgary  
  - *The Challenge of Time,* Todd Dewett, Texas A&M U. |
| Wednesday 9:00AM | **The Village Square**  
- 9:00-12:00 Royal York: Ballroom 1  
*Chair:* J Keith Murnighan, Northwestern U. |
## Business Policy and Strategy

**Program Chair:** Albert A. Cannella Jr., Texas A&M U.  
**Professional Development Workshop Chair:** Ranjay Gulati, Northwestern U.

<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>1:00pm</td>
<td></td>
<td>30. SPDW: Global Management and the Science of Time</td>
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<tr>
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<td>• Off.Ontario Science Centre</td>
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<tr>
<td>3:00pm</td>
<td></td>
<td>31. SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<tr>
<td>5:00pm</td>
<td>BPS Doctoral Consortium-Friday • SC:Wentworth</td>
<td>32. SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<tr>
<td>6:00pm</td>
<td></td>
<td>33. SPDW: CMSW Reception for Arriving Critters • SC:Conference Room &amp;C</td>
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<tr>
<td>7:30am</td>
<td></td>
<td>34. SPDW: CMSW Breakfast • RY:Ontario</td>
</tr>
<tr>
<td>8:00am</td>
<td>New Faculty Consortium - Saturday • SC:Conference Room C</td>
<td>35. SPDW: What's Critical? • RY:Ontario</td>
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<tr>
<td>8:30am</td>
<td></td>
<td>36. SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
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<tr>
<td>9:00am</td>
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<td>37. SPDW: Bringing Complexity Theory to Bear • SC:Elgin</td>
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<td>38. SPDW: Three Conversations on Org. Knowledge • SC:Ballroom Centre</td>
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<tr>
<td>10:00am</td>
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<td>39. SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<tr>
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<td>40. SPDW: CWSM: Teaching Critically • RY:Tudor 7</td>
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<tr>
<td>1:00pm</td>
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<td>41. SPDW: Quantitative Methods and Complexity Theory • SC:Conference Room E</td>
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<td>2:30pm</td>
<td></td>
<td>42. SPDW: Case Critique Colloquium • SC:Norfolk</td>
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<td>43. SPDW: CWSM: Interpretive Methods for Critical Research • RY:Ontario</td>
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<tr>
<td>5:30pm</td>
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<td>44. SPDW: CWSM: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<tr>
<td>6:00pm</td>
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<td>45. SPDW: CMSW Reception and Roundtables • RY:Ballroom</td>
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<tr>
<td>7:30pm</td>
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<td>46. SPDW: CMSW: Social Time • RY:Ballroom</td>
</tr>
<tr>
<td>8:00am</td>
<td>Design as Pathway to Strat. Innovations • RY:Quebec</td>
<td>47. SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
</tr>
<tr>
<td>8:30am</td>
<td>Strategy and Context-Dependence • RY:Alberta</td>
<td></td>
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<tr>
<td>8:40am</td>
<td>Economic Sociology Meets Strategy • SC:Essex</td>
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<tr>
<td>8:50am</td>
<td>BPS Doctoral Consortium-Sunday • SC:Wentworth</td>
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<tr>
<td>9:00am</td>
<td>New Faculty Consortium-Sunday • SC:Conference Room C</td>
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| **Saturday** |                  |                                                    |
| 8:00am       |                  | 48. SPDW: Strategic E-Business Opportunities • H:McDonald |
| 8:30am       |                  | 49. SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom |
| 8:40am       |                  | 50. SPDW: CWSM: Gender, Work, and Employment in Academia • RY:British Columbia |
| 9:00am       |                  | 51. SPDW: Three Conversations -- Conclusion • SC:Ballroom West |
| 9:30am       |                  | 52. SPDW: Organizational Research and Methods • RY:Ontario |
| 10:00am      |                  | 53. SPDW: Practical Insights for E-business Transformations • H:McDonald |
| 10:30am      |                  | 54. SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom |
| 8:00am       | BPS Welcome and Dragner Movie • H:Tom Thomson  | 55. SHCS: Boundaries in Tech. Industries • SC:Ballroom West |
| 8:30am       | Boards of Directors • H:Tom Thomson | 56. JS: Complexity and Complementarities • SC:Conference Room D&E |
| 9:00am       | RBV Theory Development • H:Varley | 57. ST: Outsourcing • RY:Saskatchewan |
| 9:30am       | Mergers & Acquisitions • H:Casson |                                               |
| 10:40am      | Executive Compensation • H:Casson | 58. JS: HRM and Performance • SC:Civic Ballroom |
| 10:40am      | KBV: Change & Innovation • H:Varley |                                               |
| 10:40am      | Strategic Alliances • H:Tom Thomson |                                               |
| 12:00pm      |                  | 59. SHCS: Role of Government • SC:Ballroom East |
| 12:20pm      |                  | 60. SHCS: Dynamic, Pluralistic Strategy • SC:Ballroom West |
| 12:20pm      |                  | 61. JS: Commercializing Research • SC:Conference Room D&E |
| 2:30pm       | A New Time for BPS • H:Tom Thomson | 62. IP: Trust, Mergers & Acquisitions • RY:Canadian 1 |
| 2:30pm       | Strategic Decision Making • H:Casson | 63. IP: Views: Strategy & Competition • RY:Canadian 3 |
| 4:10pm       | RBV Competitive Advantage • H:Varley | 64. IP: Dynamic Views of Corp. Strategy • RY:Canadian 4 |
| 4:10pm       | Fundamentals of the RBV • H:Tom Thomson | 65. IP: Business-Level Strategy • RY:Canadian 15 |
| 4:10pm       | Risk Taking • H:Casson |                                               |
| 4:10pm       | International Strategy • H:Varley |                                               |

| **Monday**  |                  |                                                    |
| 8:30am      |                  | 66. SHCS: Firm Globalization & Structure • SC:Ballroom East |
|             |                  | 67. SHCS: Science-Based Competition • SC:Ballroom West |
|             |                  | 68. JS: Learning, Knowledge, Performance • SC:Civic Ballroom |
|             |                  | 69. SHCS: Evolutionary Theory • SC:Ballroom East |
|             |                  | 70. SHCS: External Knowledge Sourcing • SC:Ballroom West |
|             |                  | 71. JS: Ownership Make a Difference? • RY:Saskatchewan |
|             |                  | 72. JS: Board Room Diversity • H:McDonald |

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
### Wednesday

<table>
<thead>
<tr>
<th>Time</th>
<th>Session</th>
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</thead>
<tbody>
<tr>
<td>8:30am</td>
<td>BPS Social • H:Tom Thomson</td>
</tr>
<tr>
<td>8:40am</td>
<td>BPS Doctoral Consortium-Friday</td>
</tr>
<tr>
<td>9:00am</td>
<td>IP: Technology and Strategy - R:Canadian</td>
</tr>
<tr>
<td>10:40am</td>
<td>IP: Div. Perspectives-Firm Growth</td>
</tr>
<tr>
<td>11:00am</td>
<td>IP: Hazards of Political Power - R:Saskatchewan</td>
</tr>
<tr>
<td>12:00pm</td>
<td>IP: Resources and Strategy - R:Canadian</td>
</tr>
<tr>
<td>1:00pm</td>
<td>JS: Corporate Governance - H:Casson</td>
</tr>
<tr>
<td>2:00pm</td>
<td>JS: Control &amp; Reward Systems - H:Varley</td>
</tr>
<tr>
<td>3:00pm</td>
<td>JS: KBV &amp; Competitive Advantage - H:Varley</td>
</tr>
<tr>
<td>4:00pm</td>
<td>JS: Teaching Strategy - H:Varley</td>
</tr>
<tr>
<td>5:00pm</td>
<td>JS: Risk Taking and Real Options - H:Varley</td>
</tr>
<tr>
<td>6:00pm</td>
<td>JS: Making Strategy for a New Time - H:Varley</td>
</tr>
</tbody>
</table>

### Friday

**1:00PM**

**80.** Chronos and Kairo's Global Management and the Science of Time
- 1:00 - 5:00 Sheraton Centre: Nova Scotia Science Centre
- Chairs: Thomas Brush, Purdue U.; Akbar Zameer, U. of Minnesota

**3:00PM**

**82.** CMSW Junior Faculty Workshop
- 3:00 - 6:00 Sheraton Centre: York

**5:00PM**

**83.** BPS Doctoral Consortium-Friday
- 5:00 - 9:00 Sheraton Centre: Wentworth

**6:00PM**

**85.** CMSW Reception for Arriving Critters
- 6:00 - 9:00 Sheraton Centre: Conference Room B&C

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**Saturday 7:30AM**

**86.** CMSW Doctoral Consortium - Saturday
- 7:30 - 8:00 Royal York: Ontario

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**Saturday 8:00AM**

**90.** BPS Doctoral Consortium - Saturday
- 8:00 - 10:00 Royal York: Ontario
<table>
<thead>
<tr>
<th>Saturday 8:30AM</th>
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<tbody>
<tr>
<td>96. SPDW: OMT, BPS, CAR, DGO, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM</td>
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<tr>
<td>• 8:30- 5:00 Royal York: Upper Canada</td>
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<tr>
<th>Saturday 9:00AM</th>
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<tbody>
<tr>
<td>97. SPDW: OMT, BPS, TIM, RM</td>
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<tr>
<td>• 9:00- 12:00 Sheraton Centre: Elgin</td>
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<tr>
<th>Saturday 10:00AM</th>
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<tbody>
<tr>
<td>• 10:00- 1:00 Royal York: Ontario</td>
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<tr>
<th>Saturday 1:00PM</th>
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<tbody>
<tr>
<td>102. SPDW: CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM</td>
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<tr>
<td>• 10:00- 1:00 Royal York: Tudor 7</td>
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<tr>
<th>Saturday 2:30PM</th>
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<tbody>
<tr>
<td>• 2:30- 5:30 Royal York: Ontario</td>
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<tbody>
<tr>
<td>115. SPDW: CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM</td>
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<tr>
<td>• 5:30- 7:30 Royal York: Ballroom</td>
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<th>Saturday 6:00PM</th>
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<tbody>
<tr>
<td>116. SPDW: NDSC, BPS, CAR, DGO, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM</td>
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<tr>
<td>• 6:00- 8:00 Royal York: Upper Canada</td>
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<tbody>
<tr>
<td>117. SPDW: CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM</td>
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<tr>
<td>• 7:30- 8:30 Royal York: Ballroom</td>
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<tr>
<th>Sunday 7:00AM</th>
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<tbody>
<tr>
<td>118. SPDW: CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM</td>
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<tr>
<td>• 7:00- 8:00 Royal York: Ballroom</td>
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<tr>
<th>Sunday 8:00AM</th>
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<tbody>
<tr>
<td>396. Design as a New Pathway to Strategic Innovations and Entrepreneurship: Exploring Research Challenges and Teaching Opportunities</td>
</tr>
<tr>
<td>• 8:00- 12:00 Royal York: Quebec</td>
</tr>
<tr>
<td>Organizers: Nirmal Sethia, California State Polytechnic U.; Arvind Bhambrī, U. of Southern California</td>
</tr>
<tr>
<td>Panel: Richard Buchanan, Carnegie Mellon U.; Gary Cantu, Phor Max Corp; Robert W. Fee, Savannah College of Art and Design; Andrew Hargadon, U. of Florida; Birgit Helene Jevneraker, Norwegian School of Management; Uday Karmarkar, U. of California, Los Angeles; Peter Lawrence, Corporate Design Foundation; David A. Owens, Vanderbilt U.; Patrick Reinmoeller, Japan Advanced Institute of Science &amp; Technology; Jeff Smith, Lunar Design; Phil Swift, Corporate Design Group</td>
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<tr>
<th>Sunday 7:00AM</th>
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<tbody>
<tr>
<td>397. Strategy and Context-Dependence</td>
</tr>
<tr>
<td>• 8:00- 12:00 Royal York: Alberta</td>
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<tr>
<td>Chair: Tarun Khanna, Harvard U.</td>
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<tr>
<th>Sunday 8:00AM</th>
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<tbody>
<tr>
<td>• 8:00- 12:00 Sheraton Centre: Essex</td>
</tr>
<tr>
<td>This is a continuation of last year's workshop on &quot;Economic Sociology Meets Strategy and Management.&quot; Last year, the workshop focused on broad differences between the perspectives of economic sociology, on the one hand, and strategy and the management disciplines, on the other. This year's workshop will focus on the ethical, moral, and normative bases of competition.</td>
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<tr>
<td>Panel: Kim Cameron, Case Western Reserve U.; Amitai Etzioni, George Washington U.; Andrew H. Van de Ven, U. of Minnesota</td>
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<tbody>
<tr>
<td>399. BPS Doctoral Consortium-Sunday</td>
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<tr>
<td>• 8:00- 12:00 Sheraton Centre: Wentworth</td>
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<tr>
<td>This runs on Friday, Saturday, and Sunday</td>
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<th>Sunday 8:00AM</th>
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<tbody>
<tr>
<td>400. New Faculty Consortium-Sunday</td>
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<tr>
<td>• 8:00- 12:00 Sheraton Centre: Conference Room C</td>
</tr>
<tr>
<td>This runs on Saturday and Sunday</td>
</tr>
<tr>
<td>Chairs: Akbar Zaheer, U. of Minnesota; Thomas Brush, Purdue U.</td>
</tr>
<tr>
<td>Panel: Jaideep Anand, U. of Michigan; Carlo A. Carnevale-Maffe, SDA Bocconi Graduate School of Management; Sam Harinaran, U. of Southern California; Rebecca Henderson, Massachusetts Institute of Technology; Ida E. Kesner, Indiana U.; Michael Lubatkin, U. of Connecticut; Rita Gunther McGrath, Columbia U.; Michael V. Russo, U. of Oregon; Carolyn Y. Woo, U. of Notre Dame</td>
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<tbody>
<tr>
<td>121. SPDW: OMT, BPS, CAR, DGO, GDO, HCM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM</td>
</tr>
<tr>
<td>• 8:00- 10:00 Hilton: McDonald</td>
</tr>
</tbody>
</table>
**BPS: Business Policy and Strategy**

   - 8:30-10:30 Royal York: Ballroom

123 SPDW/(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
   - 8:00-10:30 Royal York: British Columbia

**Sunday 8:30AM**

124 SPDW/(OMT, BPS, MOB, RM) Three Conversations on Organizational Knowledge -- Conclusion
   - 8:30-9:30 Sheraton Centre: Ballroom West

127 SPDW/(OB, BPS, HR, ODC, OMT, RM) All Times Are Not The Same: A Workshop on Temporal Questions in Organizational Research and Methods for Studying Them
   - 8:30-12:00 Royal York: Ontario

**Sunday 9:00AM**

401 Case Teaching Professional Development Workshop
   - 9:00-12:00 Royal York: York
   Organizer: Jay Dial, Case Western Reserve U.
   Panel: Brian R. Golden, U. of Western Ontario; Neil Jones, U. of Western Ontario

402 Managing Your Dissertation
   - 9:00-12:00 Royal York: Confederation 6
   Organizer: Maurizio Zollo, INSEAD

**Monday 8:30AM**

403 The Craft of Reviewing
   - 10:00-12:00 Sheraton Centre: Conference Room E
   Organizers: Barbara A. Ribbens, Western Illinois U.; Hettie A. Richardson, U. of Georgia

404 BPS Division Welcome and Movie - DRAGNET: The Story of BPS 2000
   - 8:30-9:00 Hilton: Thomson

175 SHCS/(BPS, OMT, TIM) Firm Boundaries in Technology-Based Industries
   - 8:30-10:20 Sheraton Centre: Ballroom West

**Monday 9:00AM**

405 Paper Session: Corporate Governance: Boards of Directors
   - 9:00-10:20 Hilton: Tom Thomson
   Chair: Karin Jonnergard, Lund U.
   Outside Directors With a Stake: Evidence of Beneficial Effects on Subsequent Firm Performance, Donald C. Hambrick, Columbia U.; Eric M. Jackson, Columbia U.
   Discussant: Amy J. Hillman, U. of Western Ontario

406 Paper Session: The Resource-Based View: Theory Development
   - 9:00-10:20 Hilton: Varley
   Chair: John A. Mathews, Macquarie U.
   Organizational Social Capital and Theories of Competitive Advantage: The Positional View, Douglas Y. Park, Hong Kong U. of Science and Technology
   A General Theory of Rent Creation, Richard Makadok, Emory U.
   Published in Conference Proceedings
   Business Excellence and the Acquisition of Social Competence, Alfred Marcus, U. of Minnesota; Marc H. Anderson, U. of Minnesota; Brian Spielmann, Garuda Resource Group, Inc.
   Dynamic Capabilities and Schumpeterian Rents: A Postscript to the Resource-Based View, Sendi K. Ethiraj, U. of Pennsylvania; Gino Caffani, U. of Pennsylvania
   Discussant: Michael J. Leiblein, Ohio State U.

407 Paper Session: Mergers and Acquisitions
   - 9:00-10:20 Hilton: Casson
   Chair: Margaret A. McFadyen, Texas A&M U.
   The Role of Knowledge-Based Resources in Acquisition Valuation and Performance: Evidence from the Health Care Industry, Todd Alessandrini, U. of North Carolina, Chapel Hill; Anne Ilitch, University of North Carolina, Chapel Hill; Linda McDaniel, U. of North Carolina, Chapel Hill; Richard A. Bettis, U. of North Carolina
   Merger and Acquisition Strategies in the US Software Industry, Daniel Rodriguez, Emory U.
   Doomed to Fail: Context and Process Effects on Merger Longevity, Virgil O. Smith, Biola U.; Kimberly B. Boal, Texas Tech U.
   Discussant: Gautam Ahuja, U. of Texas, Austin
Monday 10:40AM

408. Paper Session: Executive Compensation
- Chair: Urs Daellenbach, Victoria U. of Wellington, New Zealand
- Discussant: Wm Gerard Sanders, Brigham Young U.

409. Paper Session: The Knowledge-Based View: Organizational Change and Innovation
- Chair: Carl Brunn, Agricultural U. of Norway
- Discussant: Raymond Van Wijk, Erasmus U.

410. Paper Session: Strategic Alliances: Partner Characteristics and Alliance Formation
- Chair: Manuel Becerra, Instituto De Empresa
- Discussant: Klaus T. Uhlenbruck, Texas A&M U.

11:15 AM - 12:10 PM Hilton: Casson

411. Theme: A New Time for BPS: Celebrating the Past and Looking to the Future
- Chair: Beverly B. Tyler, North Carolina State U.
- Discussant: Susan Martin Houghton, Georgia State U.

12:20PM - 2:10PM Sheraton Centre: Ballroom East

12:20PM - 2:10PM Sheraton Centre: Ballroom West

2:30PM - 3:50PM Hilton: Casson

2:30PM - 3:50PM Royal York: Canadian 1

3:00PM - 4:15PM Royal York: Canadian 2

4:15PM - 5:30PM Royal York: Canadian 1

Monday 2:30PM

412. Paper Session: Strategic Decision Making
- Chair: Linda F. Edelman, U. of Warwick
- Discussant: Susan Martin Houghton, Georgia State U.

413. Paper Session: The Resource-Based View: Competitive Advantage
- Chair: Linda F. Edelman, U. of Warwick
- Discussant: Steven C. Michael, U. of Illinois, Urbana-Champaign

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B77
Symposium: Why Resources? Examining the Fundamentals of the Resource-Based View

- **4:10- 5:30 Hilton: Tom Thomson**
  
  **Chairs:** David Hoopes, Southern Methodist U.; Tammy L. Madsen, Santa Clara U.

**Note On Implementation Phases In Flow Manufacturing for Multiple Plants in a Diversified Company,** Thomas Brush, Purdue U.; Catherine Maritan, State U. of New York, Buffalo

**On the Strategic Accumulation of Intangible Assets,** Anne Marie Knott, U. of Pennsylvania; David J. Bryce, U. of Pennsylvania

**Managerial Cognitions, Rivalry, and Firm Performance,** Doug Johnson, U. of Illinois/Purdue U.; David Hoopes, Southern Methodist U.

**Discussant:** Philip C. Anderson, Dartmouth College

Paper Session: Risk Taking: Managerial and Behavioral Approaches

- **4:10- 5:30 Hilton: Casson**
  
  **Chair:** Shawn M. Lofstrom, U. of Maryland

**CEO Characteristics and Firm R&D Spending,** Vincent L. Barker III, U. of Wisconsin, Milwaukee; George C. Mueller, U. of Wisconsin, Milwaukee

**A Behavioral Model of Decision Making: The Contingent Relationship Between Risk and Return,** Ananda Mukherji, Texas A&M International U.

**The Commitment Dilemma: Managerial Strategic Choice between Asset Specificity and Flexibility,** Dante Di Gregorio, U. of Maryland

**Discussant:** Gerry M. McNamara, Michigan State U.

Paper Session: International Strategy

- **4:10- 5:30 Hilton: Varley**
  
  **Chair:** Dong-Sung Cho, Seoul National U.

**Legitimacy and Mortality in Overseas Subsidiaries: A Longitudinal Analysis of Japanese Foreign Direct Investment,** Charles Dhanaraj, Indiana U.; Paul W. Beamish, U. of Western Ontario

**Food Multinational Enterprise Investment Strategies: An Option Theory Approach,** Felipe Ravara, Nova U. of Lisbon; Roberto Vassolo, Purdue U.; John Connor, Purdue U.

**Discussant:** Mary M. Crossan, U. of Western Ontario

Paper Session: CEO Succession: Causes and Consequences

- **8:40- 10:10 Hilton: Casson**
  
  **Chair:** Pedro Ortín-Angel, U. Autónoma de Barcelona.

**CEO Dynamism and Post-Succession Strategic Change: Moderating Effects of Industry Characteristics,** Deepak K. Datta, U. of Kansas; Nandini Rajagopalan, U. of Southern California; Yan Zhang, U. of Southern California

**How New CEOs Lead: The Interaction of Power and Job Preview Experience in Predicting Corporate Strategic Refocusing,** Gregory A. Bigley, U. of Cincinnati; Margarethe F. Wiersema, U. of California, Irvine

**Revisiting the Performance Consequences of CEO Succession: The Impacts of Successor Type, Post-Succession Senior Executive Turnover, and Departing CEO Tenure,** Wei Shen, Rutgers U.

**Political Dynamics within Corporate Upper Echelons and Their Impacts on Contender versus Outsider Succession,** Wei Shen, Rutgers U.

**Discussant:** Andrew Ward, Emory U.

**Published in Conference Proceedings**

Paper Session: The Resource-Based View: Reputation, Innovation, and Entrepreneurship

- **8:40-10:10 Hilton: Varley**
  
  **Chair:** Colin Campbell-Hunt, Victoria U.

**Entrepreneurship and the Development of Competitive Advantage,** Terence T. Rock, U. of Calgary


**The Dynamics of Product Innovation and Firm Competences,** Erwin Danneels, Worcester Polytechnic Institute

**Published in Conference Proceedings**

419. **Paper Session: Strategic Alliances: Governance Issues**
   - 8:40-10:10 Hilton: Tom Thomson

**Chair:** Cristina Boari, U. of Bologna, Italy

*Self-Enforcing Versus Enforceable Agreements and Their Effects on Supplier Performance*, Raji G. Srinivasan, Cleveland State U.; Thomas Brush, Purdue U.

*An Impact of Boards on Strategic Alliances: Competition Between Alliance Blocks: The Case of the RISC-Microprocessor Technology*, Wim Vanhaverbeke, Maastricht U.; Niels George Noorderhaven, Tilburg U.

*Creating and Protecting Resources: Formation and Governance of Scale and Link Alliances between Competitors*, William G. Mitchell, U. of Michigan; Pierre Dussauge, HEC Management School; Bernard Garrette, HEC Management School

**Discussant:** Melissa A. Schilling, Boston U.

### Tuesday 10:30AM

420. **Symposium: Competing on the Arrow of Time**
   - 10:30-11:50 Hilton: Varley

**Chair:** Colin Campbell-Hunt, Victoria U.

*The Arrow that Shot the Arrow of Time: Technology as the Source of Competitive Discontinuity*, Sally Davenport, Victoria U. of Wellington, New Zealand


*A Lifetime to Build, A Moment to Lose: Employment Relations as a Source of Advantage*, Pat Walsh, Victoria U. of Wellington, New Zealand

*National Culture as Competitive Advantage and the Arrow of Time: A Systems Perspective on the Role of Knowledge in Managing the Organisation-Environment Interface*, Deborah Jones, Victoria U. of Wellington, New Zealand; John Brocklesby, Victoria U. of Wellington, New Zealand

### Tuesday 2:00PM

421. **Paper Session: Corporate Governance: The Effects of Ownership Structure and Boards of Directors**
   - 10:30-11:50 Hilton: Casson

**Chair:** Simon Peck, City U., London


*The Impact of Board Vigilance on Top Management Team Conflict*, Ann K. Buchholtz, U. of Georgia; Matthew A. Rutherford, U. of Georgia


**Discussant:** Parthiban David, U. of Notre Dame

422. **Paper Session: Corporate Strategy: Diversification**
   - 10:30-11:50 Hilton: Tom Thomson

**Chair:** Hao Ma, Bryant College

*Determinants of Diversification in an Emerging Economy: How Unique is the Resource-Diversification Link?*, Ishitaq P. Mahmood, National U. of Singapore


*Does Diversification Cause the 'Diversification Discount'?*, Belen Villalonga, U. of California, Los Angeles


**Discussant:** Irene M. Duhaime, Georgia State U.

280. **SIT: Cooperating when Competing**
   - 10:30-11:50 Royal York: New Brunswick

   - 10:30-11:50 Royal York: Saskatchewan

283. **SIT: Facilitating Organizational Learning**
   - 10:30-11:50 Sheraton Centre: Windsor East

288. **Conference Symposium: Strategic Alliances: Governance Issues**
   - 10:30-11:50 Hilton: Tom Thomson

**Chair:** Cristina Boari, U. of Bologna, Italy

*Self-Enforcing Versus Enforceable Agreements and Their Effects on Supplier Performance*, Raji G. Srinivasan, Cleveland State U.; Thomas Brush, Purdue U.

*A Theory of Interaction Costs and Hybrid Governance Failure*, Steven White, Chinese U. of Hong Kong; Kentaro Nobeoka, Kobe U.; Shin'ichi Ishii, Osaka U. of Commerce

*Competition Between Alliance Blocks: The Case of the RISC-Microprocessor Technology*, Wim Vanhaverbeke, Maastricht U.; Niels George Noorderhaven, Tilburg U.

*Creating and Protecting Resources: Formation and Governance of Scale and Link Alliances between Competitors*, William G. Mitchell, U. of Michigan; Pierre Dussauge, HEC Management School; Bernard Garrette, HEC Management School

**Discussant:** Melissa A. Schilling, Boston U.

### Tuesday 2:00PM

423. **Paper Session: The Resource-Based View: Uniqueness and Inhibition in Strategy**
   - 2:00-3:20 Hilton: Casson

**Chair:** Jay J. Janney, Ball State U.

*Signal Victories: Should Firms Emulate Their Own or Their Rival's Most Successful Products?*, Danny Miller, Ecole des Hautes Etudes Commerciales; Jamal Shamsie, U. of California, Los Angeles; Xavier Martin, New York U.

*A Second Look at First Movement: Developing a Resource Based Framework*, Jamal Shamsie, U. of California, Los Angeles

*A Threatening Continuum: Internal and External Influences on Threats from Imitation and Substitution within the Resource-Based View of the Firm*, Jay J. Janney, Ball State U.; Gregory G. Dess, U. of Kentucky

**Discussant:** Susan K. McEvily, U. of Pittsburgh

195. **SHCS:/BPS, TIM Strategic Management of Intellectual Property**
   - 2:00-3:20 Royal York: Concert Hall

   - 2:00-3:40 Hilton: McDonal

284. **SIT: Legitimizing Ambivalence and Ambiguity**
   - 2:00-3:20 Royal York: New Brunswick

285. **SIT: Effects of Electronic Media on Strategy and Individuals**
   - 2:00-3:20 Sheraton Centre: Windsor West

286. **SIT: Hazards of Political Power**
   - 2:00-3:20 Sheraton Centre: Windsor East

351. **IP: Strategic Change, Learning, and Context**
   - 2:00-3:20 Royal York: Canadian 8
<table>
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<tr>
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<td>Paper Session: Top Management Teams: Process and Organizational Outcomes</td>
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Legend: ☭= theme, ☭= teaching, ☭= management practice, ☭=international, Other abbreviations p. A38 - 39

Substitutes or Complements? Exploring the Relationship between Formal Contracts and Relational Governance, Laura Poppo, Virginia Polytechnic Institute and State U.; Todd Zenger, Washington U.

Contractual Agreements and Outsourcing: A Modified Transaction-Cost Analysis, Jerome Barthelemy, ESCNA; Bertrand V. Quelin, HEC Management School

An Empirical Examination of Transaction- and Firm-Level Influences on the Vertical Boundaries of the Firm, Michael J. Leiblein, Ohio State U.; Doug J. Miller, Ohio State U. Discussant: Donald E. Hatfield, Virginia Polytechnic Institute and State U.

Wednesday 10:40AM

432. Paper Session: Corporate Governance: Incentives, Ties, and Organizational Outcomes
   • 10:40- 12:00 Hilton: Casson
   Chair: Rosario Faraci, U. of Catania
   To File or Not to File? Systemic Incentives, Corporate Control, and the Timing of the Bankruptcy Decision, William J. Donoher, Valdosta State U. Published in Conference Proceedings
   The Effects of IPO Team Ties on Investment Bank Affiliation and IPO Success, Monica C. Higgins, Harvard U.; Ranjay Gulati, Northwestern U.
   The Role of Institutional Investors in the Governance of Firms: A Test of Competing Power and Agency Models, Stephen Bowden, U. of Waikato, New Zealand
   The Effect of Institutional Investors on Corporate Restructuring, Parthiban David, U. of Notre Dame; Rahul Kochhar, Purdue U.; Michael A. Hitt, Texas A&M U. Discussant: Ann K. Buchholtz, U. of Georgia

433. Paper Session: Strategic Control and Reward Systems
   • 10:40- 12:00 Hilton: Tom Thomson
   Chair: Aswin A.C.J. van Ojen, Tilburg U.
   Standardized versus Differentiated Management Control Styles in Multibusiness Firms, Wenyi Chu, National Taiwan U.
   Evidence of the Strategic Use of Debt From a Sample of Italian Firms, Claudio A. Piga, U. of Nottingham
   Corporate Strategy and Structure as Contingencies for Division Managers' Compensation, Jaume Franquesa, Western Michigan U.

434. Paper Session: The Knowledge-Based View and Competitive Advantage
   • 10:40- 12:00 Hilton: Varley
   Chair: Michel Claessens, Nantes School of Management
   Absorptive Capacity: A Review and Reconceptualization, Shaker A. Zahra, Georgia State U.; Gerard George, Syracuse U. Published in Conference Proceedings
   Knowledge Clusters and Competitive Advantage in Global Industries, Stephen B. Tallman, U. of Utah; Mark Jenkins, Cranfield School of Management; Nick Henry, U. of Birmingham, UK; Steven Pinch, U. of Southampton, UK
   Knowledge Inventories and Managerial Myopia, Kent Miller, Purdue U.

Wednesday 12:20PM

435. Symposium: Integrating Management and Economics Perspectives on Competitive Strategy: An Oasis or a Mirage?
   • 12:20- 2:10 Hilton: Tom Thomson
   Organizers: J. Rajendran Pandian, U. of Wollongong, Australia; Paul L. Robertson, U. of Wollongong, Australia
   Presenters: Russell W. Coff, Emory U.; Richard N. Langlois, U. of Connecticut; Margaret Putteraf, U. of Minnesota; Daniel F. Spulber, Northwestern U.; J. Rajendran Pandian, U. of Wollongong, Australia
   Discussants: Ron Sanchez, International Institute for Management Development (IMD); Jay B. Barney, Ohio State U.

   • 12:20- 2:10 Hilton: Varley
   Organizer: Steven W. Floyd, U. of Connecticut
   Building Strategy from the Middle, Bill Woldridge, U. of Massachusetts; Steven W. Floyd, U. of Connecticut
   A Cognitive Model of Strategic Change, Anne S. Huff, U. of Colorado
   Dynamic Creative Processes Associated with Effective Strategy, Cameron M. Ford, U. of Central Florida
   An Evolutionary Theory Perspective on Micro-Strategy, Gerry Johnson, Cranfield U.; Jill Shepherd, Cranfield U. Discussant: Gregory G. Dess, U. of Kentucky

437. Paper Session: Strategic Alliances: Performance-Related Outcomes
   • 12:20- 2:10 Hilton: Casson
   Chair: Mzamo P. Mangaliso, U. of Massachusetts, Amherst
   Alliance Capability, Stock Market Response and Long Term Alliance Success, Prashant V. Kale, U. of Michigan; Jeff H. Dyer, Brigham Young U.
   Partner Capabilities and Alliance Performance: An Empirical Examination of Innovative Performance in R&D Alliances, Rachelle Sampson, New York U.
   Termination Outcomes of High-Tech Alliances: Bridging Firm- and Transaction-Specific Antecedents, Jeffrey J.

Discussant: Melissa Appleyard, U. of Virginia

- 12:20- 2:10 Sheraton Centre: Dominion Ballroom N

263. ☯ /airplane JS:HR, BPS Compensation Design: New Directions for the New Times
- 12:20- 2:10 Sheraton Centre: Conference Room D&E

264. JS:BPS, OMT "Flying in Formation" or "Collision Course"?: Alternative Perspectives on Competition in the Context of the Airline Industry
- 12:20- 2:10 Sheraton Centre: Civic Ballroom
## Careers

Program Chair: Maury A. Peiperl, London Business School  
Professional Development Workshop Chair: Gayle M. Baugh, U. of West Florida  
Professional Development Workshop Chair: Shawn M. Carraher, Texas A&M U.

### Careers Division Program

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<tr>
<th>Start</th>
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<tr>
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<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td>SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>SPDW: CMSW Reception for Arriving Critics • SC:Conference Room B&amp;C</td>
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<td>SPDW: CMSW Breakfast • Ry:Ontario</td>
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<td>Where Have We Come From? • H:Jackson</td>
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<td>SPDW: CMSW: What's Critical? • Ry:Ontario</td>
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<td>SPDW: New Doctoral Students Consortium • Ry:Upper Canada</td>
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<td>SPDW: 4 Perspectives on Careers • H:Jackson</td>
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<td>SPDW: Roundtables with editors • H:Tom Thomson</td>
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<td>SPDW: CMSW Reception and Roundtables • Ry:Ballroom</td>
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<td>SPDW: All Doctoral Students Reception • Ry:Upper Canada</td>
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<td>SPDW: CMSW: Social Time • Ry:Ballroom</td>
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<td>Talent Pool Development • Ry:Prince Edward Island</td>
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<td>SPDW: CMSW Plenary Speaker: Doug Henwood • Ry:Ballroom</td>
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<td>Division Welcome and Breakfast • SC:Elgin</td>
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<td>Continuing Evolution of Career Paths • SC:Elgin</td>
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<td>Time to Work, Time to Live: Balance and Imbalance Revisited • SC:Elgin</td>
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### Friday 1:00PM

**31.** SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop  
- 1:00- 6:00 Sheraton Centre: Norfolk

### Friday 3:00PM

**82.** SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop  
- 3:00- 6:00 Sheraton Centre: York

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6  
B83
Friday 6:00PM
85. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critics
   6:00-  9:00 Sheraton Centre: Conference Room B&C

Saturday 7:30AM
86. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Breakfast
   7:30-  8:00 Royal York: Ontario

Saturday 8:00AM
438. Where We Have Come From: History of the Careers Division and Careers Research
   8:00-  9:30 Hilton: Jackson

   This session will explore the development of careers as a field of inquiry and of the Careers Division as the “home” for researchers in that field. Contributions of the field and the division to the development of management theory and practice will be emphasized. Pre-registration is appreciated but not required. Contact Gayle Baugh at (850) 474-2206 or gbaugh@uwf.edu or Shawn Carraher at (219) 980-6646 or shawn@iunbus1.iun.indiana.edu.

   Professional Development Workshop Chairs: Gayle M. Baugh, U. of West Florida; Shawn M. Carraher, Texas A&M U.

Saturday 8:30AM
439. New Doctoral Students Consortium
   8:30-  5:00 Royal York: Upper Canada

Saturday 9:30AM
439. Break 1
   9:30- 10:00 Hilton: Jackson

   Hosts: Gayle M. Baugh, U. of West Florida; Shawn M. Carraher, Texas A&M U.

Saturday 10:00AM
100. SPDW:(CAR, MH) Four Perspectives on Careers
   10:00- 12:00 Hilton: Jackson

101. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
   10:00-  1:00 Royal York: Ontario

102. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   10:00-  1:00 Royal York: Tudor 7

Saturday 1:00PM
440. Where Are We Going? The Future of the Careers Division and Careers Research
   1:00-  3:00 Hilton: Jackson

This session will focus on the future of career theory and the Careers Division. Current developments and potential for contribution to management theory and practice will be discussed. Pre-registration is appreciated but not required. Contact Gayle Baugh at (850) 474-2206 or gbaugh@uwf.edu or Shawn Carraher at (219) 980-6646 or shawn@iunbus1.iun.indiana.edu.

   Professional Development Workshop Chairs: Gayle M. Baugh, U. of West Florida; Shawn M. Carraher, Texas A&M U.

Saturday 2:00PM
110. SPDW:(PNP, CAR, HCM, MED) Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue
   2:00-  5:00 Royal York: British Columbia

Saturday 2:30PM
111. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
   2:30-  5:30 Royal York: Ontario

112. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   2:30-  5:30 Royal York: Tudor 7

Saturday 3:00PM
114. SPDW:(CAR, RM) Careers & Theory: Open Roundtables with Editors
   3:00-  5:00 Hilton: Tom Thomson

Saturday 5:30PM
115. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
   5:30-  7:30 Royal York: Ballroom

Saturday 6:00PM
116. SPDW:(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
   6:00-  8:00 Royal York: Upper Canada

Saturday 7:30PM
117. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
   7:30-  8:30 Royal York: Ballroom

Sunday 7:00AM
118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   7:00-  8:00 Royal York: Ballroom

Sunday 8:00AM
441. A Science Base for the Art of Talent Pool and Career Development
   8:00- 12:00 Royal York: Prince Edward Island

Legend: ☞ theme, ☞ teaching, ☞ management practice, ☞ international, Other abbreviations p. A38 - 39
Chair: Shawn M. Carraher, Texas A&M U.; Gayle M. Baugh, U. of West Florida
Facilitator: Bonnie S. O'Neill, Marquette U.
Welcome: Shawn M. Carraher, Texas A&M U.
Keynote Speaker: Elliott Jaques, George Washington U.

- 8:00-10:30 Royal York: Ballroom

123. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
- 8:00-10:30 Royal York: British Columbia

Sunday 8:15AM
442. Assessment of Capability of Graduate Recruits
- 8:15-10:00 Royal York: Newfoundland
Chairs: Shawn M. Carraher, Texas A&M U.; Gayle M. Baugh, U. of West Florida
Facilitator: Cuthbert Scott, Indiana U.
Keynote Speaker: Kathryn Cason, Cason Hall & Co.

Sunday 10:00AM
130. SPDW:(IM, MED, CAR) How International Members Can Become Leaders in the Academy of Management
- 10:00-12:00 Sheraton Centre: Conference Room G

Sunday 10:30AM
134. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
- 10:30-12:00 Royal York: Ballroom

Monday 8:00AM
443. Division Welcome and Breakfast
- 8:00-8:30 Sheraton Centre: Elgin
For Division Members, Prospective Members, and Friends
Division Chair: Hugh Gunz, U. of Toronto
Program Chair: Maury A. Peiperl, London Business School

Monday 8:30AM
444. Paper Session: The Continuing Evolution of the Career Path
- 8:30-10:10 Sheraton Centre: Elgin
Chair: Veronica M. Godshalk, Pennsylvania State U., Great Valley
Is the Traditional Career Path for Managers Really Gone?
Evidence from a Longitudinal Study of MBAs. Frieda Reitman, Pace U.; Joy A. Schneer, Rider U.
Organizational and Individual Determinants of Atypical Employment: The Case of Multiple Jobholding and Self-employment. Gilles Simard, U. du Québec à Montréal; Denis Chénier, U. du Québec à Montréal; Michel Tremblay, HEC/CIRANO, Montreal
Correlates and Consequences of Job Changes: An Examination of Executive Career Migration. Robin A. Cheramie, Louisiana State U.; Michael C. Sturman, Louisiana State U.
Discussant: Kerr Inkson, Massey U., New Zealand

Monday 10:40AM
207. SIT: The New Leadership Career as Vocation or Calling: A Conversation between Management and Spirituality
- 8:30-10:20 Royal York: New Brunswick

Monday 12:20PM
213. SIT: Predicting with Personality
- 10:40-12:00 Sheraton Centre: Conference Room D&E

Monday 2:30PM
273. SIT: Perceiving Justice
- 2:30-3:50 Sheraton Centre: Windsor East

Tuesday 8:30AM
446. Paper Session: Should I Stay or Should I Go: Perspectives on Loyalty and Job Change
- 8:30-10:10 Sheraton Centre: Elgin
Chair: Barbara A. Ribbens, Western Illinois U.
The Importance of Organizational Justice in Career Decisions. Silvia Bagdadi, Bocconi U.; Francesco Giovanni Paololetti, U. of Macerata
Winner of Careers Division Best Paper Award
Published in Conference Proceedings

Floor Plans:
Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B85
### Antecedents of Employee Professional Participation and Its Relationship to Organizational Withdrawal Intent

**Discussant:** Gayle M. Baugh, U. of West Florida

**Tuesday 10:30AM**

#### 346. IP: Decisions on Mentoring and Moving
- 10:30-11:50 Royal York: Canadian 7

#### Tuesday 3:40PM

#### 447. Paper Session: From Deprivation to Well-Being in Career Transitions: Unemployment, Underemployment and Contingent Employment
- 3:40-5:00 Sheraton Centre: Elgin
  
  **Chair:** Jay Mahoney, Montclair State U.

  **The Benefits of Meaningful Leisure Activity in Coping with Unemployment,** Lea Waters, U. of Melbourne

  **Underemployment Among Downsized Executives: Test of a Mediated Effects Model,** Daniel C. Feldman, U. of South Carolina; Carrie R. Leana, U. of Pittsburgh; Mark C. Bolino, U. of Notre Dame

  **Contingent Employment in Academe: A Field Study of How Adjunct Faculty Experience Their Careers,** Daniel C. Feldman, U. of South Carolina; William H. Turnley, Kansas State U.

  **Discussant:** Romila Singh, Drexel U.

#### 246. ☉⌛ JS: (MED, SIM, CAR) Personal and Organizational Transformation and the Search for Meaning at Work in Turbulent Times
- 3:40-5:20 Hilton: McDonald

#### 287. SIT: Extending the Psychological Contract
- 3:40-5:20 Royal York: Saskatchewan

### Tuesday 5:30PM

#### 448. Meeting: Division Business Meeting
- 5:30-7:00 Sheraton Centre: Elgin
  
  **Including presentation of Division awards followed by food and festivities**

  **Division Chair:** Hugh Gunz, U. of Toronto

  **Division Chair-Elect:** Jay Mahoney, Montclair State U.

#### Tuesday 7:00PM

#### 449. Division Social "Hour"
- 7:00-9:00 Sheraton Centre: Elgin

  **Chair:** Maury A. Peiperl, London Business School

### Wednesday 8:30AM

#### 450. Division: Dreaming, Teaming and Mainstreaming: Re-integrating Careers Research
- 8:30-10:20 Sheraton Centre: Elgin

  Careers research continues to grow and expand. But what are researchers from other fields doing that relates to careers (answer: more and more) and how can, or should, we link with them?

  **Moderator:** Maury A. Peiperl, London Business School

  **Participants:** Hugh Gunz, U. of Toronto; Douglas T. Hall, Boston U.; Monica C. Higgins, Harvard U.; Cherlyn S. Granrose, Berry College

  **Discussant:** Phillip H. Mirvis, Independent Consultant

#### 199. ☉SHCS: (OB, HR, CAR) Time Use, Flexibility, and Identity: Challenging Traditional Schedules and Career Structures in Organizations
- 8:30-10:20 Sheraton Centre: Ballroom West
# Conflict Management

**Program Chair:** Judi McLean Parks, Washington U.
**Professional Development Workshop Chair:** Karen A. Jehn, U. of Pennsylvania

### Start Time | Division Program | Shared Program
---|---|---

**Friday 1:00PM**

81. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Doctoral Workshop**
- 1:00- 6:00 Sheraton Centre: Norfolk

**Friday 3:00PM**

82. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Junior Faculty Workshop**
- 3:00- 6:00 Sheraton Centre: York

**Friday 6:00PM**

85. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception for Arriving Critters**

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**Saturday 7:30AM**

86. **SPDW:** (BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Breakfast**
- 7:30- 8:00 Royal York: Ontario

**Saturday 8:00AM**

90. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Plenary: What’s Critical about Critical Management Studies?**
- 8:00- 10:00 Royal York: Ontario

**Saturday 8:30AM**

451. **CM Doctoral Consortium**

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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Saturday 10:00AM

101. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
   • 10:00 - 1:00 Royal York: Ontario

102. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   • 10:00 - 1:00 Royal York: Tudor 7

Saturday 2:30PM

111. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
   • 2:30 - 5:30 Royal York: Ontario

112. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   • 2:30 - 5:30 Royal York: Tudor 7

Saturday 5:30PM

115. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
   • 5:30 - 7:30 Royal York: Ballroom

Saturday 7:30PM

117. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
   • 7:30 - 8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   • 7:00 - 8:00 Royal York: Ballroom

Sunday 8:00AM

122. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Research in the Management Journals: Problems and Prospects
   • 8:00 - 10:30 Royal York: Ballroom

123. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
   • 8:00 - 10:30 Royal York: British Columbia

Sunday 8:30AM

452. Studying Interaction Processes In Conflict
   • 8:30 - 10:00 Royal York: New Brunswick

Moderator: Catherine Tinsley, Georgetown U.

Sunday 10:00AM

453. Teaching Negotiations
   • 10:00 - 12:00 Royal York: New Brunswick
Moderator: Max H. Bazerman, Northwestern U./Harvard U.
Presenter: Leonard Greenhalgh, Dartmouth College

Sunday 10:30AM

134. SPDW; (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   • 10:30 - 12:00 Royal York: Ballroom

Monday 10:40AM

179. SHCS; (CM, HR, OB) Puzzles and Paradoxes in Organizational Justice Research
   • 10:40 - 12:00 Sheraton Centre: Ballroom Centre

209. JS; (GDO, CM) Gender in Negotiation
   • 10:40 - 12:00 Royal York: Territories

212. JS; (MOC, CM, OB) Examining Pace Within and Across Organizational Interfaces
   • 10:40 - 12:00 Royal York: Confederation 3

Monday 12:20PM

454. Paper Session: Time Waits For No One: The Impact Of Time & Timing On Negotiation Process and Outcomes
   • 12:20 - 2:10 Royal York: Confederation 4
Facilitator: Donald E. Conlon, Michigan State U.

The Unexpected Benefits of Revealing Time Pressure in Negotiation, Don A. Moore, Northwestern U.
Winner of CM Division Best Student Paper Award
Published in Conference Proceedings

When You Get a Unilateral Concession from the Other Party:

Winner of CM Division Best Paper Award
Published in Conference Proceedings

Dynamic Valuation: Preference Change in the Context of Face-to-face Negotiations, Jared R. Curhan, Stanford U.; Andrew Ward, Swarthmore College

306. IP: Negotiator Cognitions and Behaviors
   • 12:20 - 2:10 Royal York: Canadian 2

Monday 2:30PM

185. SHCS; (CM, ONE) The Influence of Identity, Characterization and Conflict Management Frames on the Perpetuation of Environmental Conflicts
   • 2:30 - 3:50 Royal York: Concert Hall
Monday 4:10PM

   • 4:10- 5:20 Royal York: Confederation 4
   Facilitator: Kathleen O'Connor, Cornell U.

Monday 5:30PM

456. Meeting: Conflict Management Division Business Meeting
   • 5:30- 6:30 Royal York: Confederation 4
   Chair: Ray Friedman, Vanderbilt U.

Monday 6:35PM

457. Party Time! Conflict Management Division Social
   • 6:35- 8:00 Royal York: Confederation 4
   Division Chair: Ray Friedman, Vanderbilt U.

Tuesday 8:30AM

231. JS:(GDO, CM, OB) Exploring the Conflict Dynamics of Faulline Structures in Diverse Work Groups
   • 8:30- 10:10 Royal York: Alberta

Tuesday 10:30AM

458. Paper Session: Trust -- But Verify? The Creation, Maintenance and Destruction of Trust
   • 10:30- 11:50 Royal York: Confederation 4
   Facilitator: Michael Gross, Arizona State U.

Tuesday 3:40PM

460. ⛔ Division: Teaching Negotiations in a New Time: Sharing our Expertise for the Millennium
   • 3:40- 5:20 Royal York: Confederation 4
   Come share your favorite cases, exercises, syllabi, books, course ideas, and techniques for teaching negotiations. Negotiation experts will be on hand to share ideas and expertise, with free handouts and even books! Please participate by bringing copies of your favorite materials for teaching negotiations in the new millennium.
   Hosts: Richard Shell, U. of Pennsylvania; Roy J. Lewicki, Ohio State U.
Wednesday 8:30AM

253. JS:(CM, OB, OMT) Negative Relationships in Social Networks in the Workplace
- 8:30-10:20 Royal York: Alberta

Wednesday 10:40AM

451. Symposium: In One Way and Out the Other II: The Negotiation Process as a Site for Transformation
- 10:40-12:00 Royal York: Confederation 4
  Chairs: Deborah M. Kolb, Simmons College; Kathleen Valley, Harvard U.
  In One Way and Out the Other II: An Improvisational Perspective, Kathleen Valley, Harvard U.
  In One Way and Out the Other II: A Perspective of Ethics, Deborah M. Kolb, Simmons College; Linda L. Putnam, Texas A&M U.
  In One Way and Out the Other II: A Decision-Analysis Perspective, Max H. Bazerman, Northwestern U./Harvard U.
  In One Way and Out the Other II: A Co-Constructionist Perspective, Deborah M. Kolb, Simmons College; Linda L. Putnam, Texas A&M U.
  Discussant: Sara Cobb, Harvard U.

294. SIT: Mapping Archetypes and Cognitions
- 10:40-12:00 Royal York: Saskatchewan

382. IP: Conflict, Culture and Gender
- 10:40-12:00 Royal York: Canadian 3
### Entrepreneurship

**Program Chair: Thomas J. Dean, U. of Colorado, Boulder**

**Professional Development Workshop Chair: Alex Stewart, Texas Tech U.**

<table>
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<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>1:00pm</td>
<td>Entrep. Doctoral Consortium • RY:Manitoba</td>
<td>31 SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<tr>
<td>2:00pm</td>
<td>Diversity of Endowed Positions • RY:York</td>
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<td>3:00pm</td>
<td>Snacks • RY:York</td>
<td>32 SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<tr>
<td>3:30pm</td>
<td>History of the Entrep. Field • RY:York</td>
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<td>4:30pm</td>
<td>NSF Funding Opportunities • RY:York</td>
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<td>5:00pm</td>
<td>Entrep. New Faculty Consortium • RY:Manitoba</td>
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<td>7:30am</td>
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<td>33 SPDW: CMSW Reception for Arriving Critters • SC:Conference Room B&amp;C</td>
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<tr>
<td>8:00am</td>
<td>Ph.D. Ed. in Entrepreneurship • RY:York</td>
<td>34 SPDW: CMSW: What’s Critical? • RY:Ontario</td>
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<td>8:00am</td>
<td>U.S. Nat. Survey of Entrep. Ed. • RY:Salon A</td>
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<tr>
<td>8:30am</td>
<td>Entrep. Doctoral Consortium • RY:Confederation 4</td>
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<td>8:30am</td>
<td>Entrep. New Faculty Consortium • RY:Saskatchewan</td>
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<td>9:00am</td>
<td>Exemplary Teaching Programs • RY:York</td>
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<td>10:00am</td>
<td>McGraw-Hill Irwin Winner • RY:York</td>
<td>101 SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<tr>
<td>11:00am</td>
<td>Entrep. Doctoral Consortium • RY:Confederation 6</td>
<td>102 SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
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<td>12:00pm</td>
<td>Int. Entrep. Finance: HBS Course • RY:Ontario</td>
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<td>12:00pm</td>
<td>Endowed Chairs Luncheon • RY:New Brunswick</td>
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<td>1:00pm</td>
<td>Math. Approaches to Entrep. Res. • RY:Jasper 1-266</td>
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<td>1:30pm</td>
<td>Nat. Culture &amp; Ent. in Est. Firms • RY:Nova Scotia</td>
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<td>2:30pm</td>
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<td>111 SPDW: CMSW: Interpretive Methods for Critical Research • RY:Ontario</td>
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<tr>
<td>3:00pm</td>
<td>Strat. Alliances for X-Nat. Res. • RY:Jasper 1-266</td>
<td>112 SPDW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<td>5:30pm</td>
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<td>113 SPDW: Structural Hole Opportunities • RY:Confederation 5</td>
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<tr>
<td>6:30pm</td>
<td>Entrep. Social Event • Off:Bata Shoe Museum</td>
<td>114 SPDW: CMSW: Social Time • RY:Ballroom</td>
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<tr>
<td>7:00am</td>
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<td>115 SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
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<tr>
<td>8:00am</td>
<td>Entrep. Doctoral Consortium • RY:Confederation 4</td>
<td>122 SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom</td>
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<tr>
<td>8:00am</td>
<td>Non-traditional Faculty • RY:Library</td>
<td>123 SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
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<td>9:00am</td>
<td>Entrep. New Faculty Consortium • RY:Saskatchewan</td>
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<td>9:00am</td>
<td>Award-winning Dissers &amp; Careers • RY:Jasper 1-266</td>
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<td>10:30am</td>
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<td>124 SPDW: Aldrich as Author Meets Critics • RY:Territories</td>
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<td>8:00am</td>
<td>Entrep. Division Welcome • RY:Confederation 6</td>
<td>125 SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom</td>
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<td>9:00am</td>
<td>New Venture Globalization • RY:Confederation 6</td>
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<tr>
<td>10:40am</td>
<td>Strategy, Environ. &amp; Performance • RY:Confederation 6</td>
<td>126 SPDW: Uncertain Environments • SC:Windsor West</td>
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<td>12:20pm</td>
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<td>127 SPDW: Ethics and Integrity? • SC:Windsor East</td>
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<tr>
<td>12:30pm</td>
<td>Entrepreneurship and the Internet • RY:Confederation 6</td>
<td>128 SPDW: Chinese Family Businesses • H:McDonald</td>
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<tr>
<td>2:30pm</td>
<td>Academy Paper Review Process • RY:Confederation 6</td>
<td>685 P: Issues of Entry • RY:Canadian 9</td>
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<td>4:10pm</td>
<td>Determinants of New Firm Failure • RY:Confederation 6</td>
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<tr>
<td>5:30pm</td>
<td>Entrep. Business Meeting • RY:Confederation 6</td>
<td>129 SPDW: Ownership Make a Difference? • RY:Saskatchewan</td>
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<tr>
<td>6:30pm</td>
<td>Entrep. Social Hour • RY:Territories</td>
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<tr>
<td>8:50am</td>
<td>Entrep. in Existing Firms • RY:Confederation 6</td>
<td>266 SIT: Outsourcing • RY:Saskatchewan</td>
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<tr>
<td>10:30am</td>
<td>Alliance Partners and Structures • RY:Confederation 6</td>
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<tr>
<td>2:00pm</td>
<td>New Venture Formation • RY:Confederation 6</td>
<td>267 SPDW: Political Power • SC:Windsor East</td>
</tr>
<tr>
<td>3:40pm</td>
<td>Opportunity Recognition • RY:Confederation 6</td>
<td>268 SPDW: Sustainable Entrepreneurship • RY:Tudor 7</td>
</tr>
<tr>
<td>8:30am</td>
<td></td>
<td>269 SPDW: Inventiveness and Innovation • RY:New Brunswick</td>
</tr>
<tr>
<td>8:50am</td>
<td>Entrepreneurial Decision- Making • RY:Confederation 6</td>
<td>270 SPDW: Interorganizational Networks • SC:Windsor East</td>
</tr>
<tr>
<td>10:40am</td>
<td>VC- Entrepreneur Relationship • RY:Confederation 6</td>
<td></td>
</tr>
<tr>
<td>12:30pm</td>
<td>Social Capital, Networks &amp; Entrep • RY:Confederation 6</td>
<td></td>
</tr>
</tbody>
</table>

**Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

**B91**
<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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</thead>
</table>
| Friday 1:00PM | **Entrepreneurship Division Doctoral Consortium**  
- 1:00-5:00 Royal York: Manitoba  
Organizer: Timothy M. Stearns, California State U., Fresno  
Coordinator: Candida G. Brush, Boston U.  
**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop  
- 1:00-6:00 Sheraton Centre: Norfolk |

| Friday 2:00PM | **The Diversity of Approaches to Endowed Chairs**  
- 2:00-3:00 Royal York: York  
Organizer: Jerome A. Katz, Saint Louis U.  
Presenter: Max Wortman, Iowa State U. |

| Friday 3:00PM | **Refreshment Break 1**  
- 3:00-3:30 Royal York: York  
Welcome: Alex Stewart, Texas Tech U.  
**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop  
- 3:00-6:00 Sheraton Centre: York |

| Friday 3:30PM | **An Historical Perspective on the Entrepreneurship Field**  
- 3:30-4:30 Royal York: York  
Coordinator: Arnold C. Cooper, Purdue U.  
Presenters: Charles W. Hofer, U. of Georgia; Donald L. Sexton, Kaufman Foundation |

| Friday 4:30PM | **Why Not Give It a Try? NSF Funding Opportunities for Entrepreneurship Researchers**  
- 4:30-5:30 Royal York: York  
Presenter: Mariann Jelinek, NSF |

| Friday 5:00PM | **Entrepreneurship Division New Faculty Consortium**  
- 5:00-7:00 Royal York: Manitoba  
Organizer: Patricia G. Greene, U. of Missouri, Kansas City  
Presenters: Myra M. Hart, Harvard U.; Phillip H. Phan, Rensselaer Polytechnic Institute |

| Friday 6:00PM | **SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSG Reception for Arriving Critters  
- 6:00-9:00 Sheraton Centre: Conference Room B&C |

| Saturday 7:30AM | **International Entrepreneurial Finance: Conceptual and Pedagogic Foundations of a New Course**  
- 11:00-12:00 Royal York: Nova Scotia  
Facilitator: A. Rebecca Reuber, U. of Toronto  
Presenter: Walter Kuemmerle, Harvard U. |

| Saturday 8:00AM | **Council of Endowed Chairs Annual Luncheon**  
- 12:00-1:30 Royal York: New Brunswick  
Organizer: Jerome A. Katz, Saint Louis U.  
**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSG Teaching Workshop: Bringing Critical Perspectives into the Classroom  
- 10:00-1:00 Royal York: Tudor 7 |
476. Mathematical Approaches to Entrepreneurship Research  
- 1:00- 2:30 Royal York: Jasper 1-266  
Organizer: Moren Levesque, Rensselaer Polytechnic Institute  
Presenters: Sharon Gifford, Rutgers U.; Maria Minniti, Babson College; Gilles Reinhardt, U. of Alberta; Michael Armstrong, Royal Military College of Canada

Saturday 1:30PM

477. The Effects of National Culture on Entrepreneurial Activities in Established Companies  
- 1:30- 3:00 Royal York: Nova Scotia  
Chair: Shaker A. Zahra, Georgia State U.  
Presenters: Heike Bruch, London Business School; Bahman Ebrahimi, U. of Denver; Gerard George, Syracuse U.; Miri Lerner, Tel-Aviv U.; Per Davidsson, Jonkoping International Business School

Saturday 2:30PM

111. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies  
- 2:30- 5:30 Royal York: Ontario

112. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy  
- 2:30- 5:30 Royal York: Tudor 7

Saturday 3:00PM

478. Building Strategic Alliances for Cross-National Entrepreneurship Research  
- 3:00- 4:30 Royal York: Jasper 1-266  
Organizer: K. Mark Weaver, U. of Alabama, Tuscaloosa  
Presenters: Pat H. Dickson, U. of Louisville; William E. During, U. of Twente; Frank Hoy, U. of Texas, El Paso; Claes Hultman, Orebro U.; Dianne L. Wingham, Edith Cowan U.

Saturday 5:30PM

115. SPDW: (ENT, OMT) Structural Holes Analysis of Entrepreneurial Opportunities: A Workshop  
- 3:00- 4:30 Royal York: Confederation 5

Saturday 6:30PM

479. Entrepreneurship Division PDW Social Event  
- 6:30- 10:00 Off Site: Bata Shoe Museum  
Organizer: Alex Stewart, Texas Tech U.

Saturday 7:30PM

117. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time  
- 7:30- 8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
493. Paper Session: Determinants of Alliance Partners and Structures
   Issues and Outcomes
   • 10:30-11:50 Royal York: Confederation 6
   Chair: Sharon A. Alvarez, Ohio State U.
   An Examination of the Antecedents of Equity and Non-Equity Investments in US Biotechnology Firms by Foreign and Domestic Corporate Partners, Joseph E. Coombs, James Madison U.; David L. Deeds, Case Western Reserve U.; Shreeram Mudambi, Case Western Reserve U.
   Firm Legitimacy and Cooperative Agreements: Evidence From Initial Public Stock Offerings, Timothy S. Reed, U. of Colorado, Boulder; Kurt Heppard, United States Air Force Academy
   Predicting the Choice of Alliance Structure: A Cross-National Exploration of the Role of Technological and Environmental Uncertainty, K. Mark Weaver, U. of Alabama, Tuscaloosa; Pat H. Dickson, U. of Louisville
   The Evolution of Incumbent-New Entrant Relations in the Biotechnology Industry, Ha Hoang, Case Western Reserve U.
   Discussant: R. Duane Ireland, Baylor U.

282. SIT: Husbands and Wives
   • 10:30-11:50 Sheraton Centre: Windsor West

342. IP: Entrepreneurship: Theory and Models
   • 10:30-11:50 Royal York: Canadian 2

Tuesday 2:00PM

494. Paper Session: New Venture Formation: Determinants and Processes
   Issues and Outcomes
   • 2:00-3:20 Royal York: Confederation 6
   Chair: David L. Deeds, Case Western Reserve U.
   Entrepreneurship Research: An Investigation of the Early Stages of Business Development at the Individual and Firm Level of Analysis, Charles E. Bamford, Texas Christian U.; Dean Andrew Shepherd, U. of Colorado, Boulder
   The Role of Social and Human Capital Among Nascent Entrepreneurs, Benson Honig, U. of Haifa; Per Davidson, Jonkoping International Business School
   Published in Conference Proceedings
   The Role of Cognitive Mechanisms for Predicting New Venture Formation, Gideon D. Markman, Rensselaer Polytechnic Institute; David B. Balkin, U. of Colorado, Boulder; Robert A. Baron, Rensselaer Polytechnic Institute
   Discussant: G. T. Lumpkin, U. of Illinois, Chicago

288. SIT: Inventiveness and Innovation
   • 3:40-5:20 Royal York: New Brunswick

Wednesday 8:30AM

290. SIT: Shared Cognition and Sensemaking
   • 8:30-10:20 Royal York: Saskatchewan

291. SIT: Interorganizational Networks
   • 8:30-10:20 Sheraton Centre: Windsor West

Wednesday 8:50AM

496. Paper Session: Entrepreneurial Cognition, Discretion and Decision-Making
   Issues and Outcomes
   • 8:50-10:20 Royal York: Confederation 6
   Chair: Craig Turner, Melbourne U. of Technology
   Strategic Theories of Entrepreneurs and Executives: Comparisons, Consequences, Covariates and Contingencies of Executives' Theories of Firm Performance, Cynthia S. Cycopota, U. of Texas, Arlington; David A. Harrison, U. of Texas, Arlington
   Published in Conference Proceedings
Taming the Beast or Running Wild?: An Exploration of Entrepreneurial Discretion, Mark A. Ciavarella, U. of Georgia


Discussant: Robert A. Baron, Rensselaer Polytechnic Institute

Wednesday 10:40AM

497. Paper Session: The Venture Capitalist - Entrepreneur Relationship and Impacts on the Entrepreneurial Process
- 10:40-12:00 Royal York: Confederation 6
Chair: Mary Kay Sullivan, Maryville College
When Adaptation Fails: A Genetic Algorithm Perspective on Negotiating Financial Contracts for Entrepreneurial Ventures, Christoph Zott, INSEAD

The Venture Capitalist-Entrepreneur Relationship: The Creation of Relational Rents, Dirk Karel DeClercq, U. of South Carolina; Harry Jack Sapienza, U. of South Carolina

The Changing Levers of Venture Capitalist/Entrepreneur Negotiations: Drivers of Valuation of New Ventures Seeking Capital, Andrew Zacharakis, Babson College; Dean Andrew Shepherd, U. of Colorado, Boulder

Venture Capital and the Birth of the Local Area Networking Industry, Urs von Burg, U. of Saint Gallen; Martin Kenney, U. of California, Davis

Discussant: Douglas Dean Moesel, U. of Missouri, Columbia

202. SHCS: (BPS, ENT) Entrepreneurship Through Knowledge Transfer
- 10:40-12:00 Sheraton Centre: Ballroom East

380. IP: Complexity, Change, and Vision in the Entrepreneurial Process
- 10:40-12:00 Royal York: Canadian 1

381. IP: Entrepreneurs' Behavior
- 10:40-12:00 Royal York: Canadian 2

Wednesday 12:30PM

498. Paper Session: Social Capital, Networks and Entrepreneurship
- 12:30-2:10 Royal York: Confederation 6
Chair: Andrew C. Corbett, U. of Colorado, Boulder


Patterns of Multidimensionality in Embedded Network Ties of Emerging Entrepreneurial Firms, Julie M. Hite, Brigham Young U.

Published in Conference Proceedings

Railbirds, Scouts, and Independent Booksellers: The Role of Social Community in New Business Creation, Marc Weinstein, U. of Oregon


Discussant: Lene Foss, Norwegian Institute of Fisheries and Aquaculture Ltd.
<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>1:00pm</td>
<td>SPDW: Successful Women Worldwide: A New Time for Understanding • SC:Conference Room G</td>
<td>70: SPDW: Successful Women Worldwide: A New Time for Understanding • SC:Conference Room G</td>
</tr>
<tr>
<td>3:00pm</td>
<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
<td>31: SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
</tr>
<tr>
<td>6:00pm</td>
<td>SPDW: CMSW Junior Faculty Workshop • SC:York</td>
<td>52: SPDW: CMSW Junior Faculty Workshop • SC:York</td>
</tr>
<tr>
<td>7:30am</td>
<td>The MIT Study: Lessons Learned • RY:Quebec</td>
<td>497: The MIT Study: Lessons Learned • RY:Quebec</td>
</tr>
<tr>
<td>8:00am</td>
<td>SPDW: CMSW Breakfast • RY:Ontario</td>
<td>89: SPDW: CMSW Breakfast • RY:Ontario</td>
</tr>
<tr>
<td>8:00am</td>
<td>GDO Doctoral Consortium Breakfast • RY:Quebec</td>
<td>80: SPDW: CMSW: What’s Critical? • RY:Ontario</td>
</tr>
<tr>
<td>9:00am</td>
<td>Alternative Careers within Academia • RY:Quebec</td>
<td>261: Alternative Careers within Academia • RY:Quebec</td>
</tr>
<tr>
<td>10:00am</td>
<td>SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
<td>101: SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
</tr>
<tr>
<td>10:30am</td>
<td>Finding the “Right” Journal • RY:Library</td>
<td>102: Finding the “Right” Journal • RY:Library</td>
</tr>
<tr>
<td>12:30pm</td>
<td>GDO Doctoral Consortium Networking Lunch • RY:Library</td>
<td>145: GDO Doctoral Consortium Networking Lunch • RY:Library</td>
</tr>
<tr>
<td>3:00pm</td>
<td>Networking and Diversity • RY:Library</td>
<td>117: Networking and Diversity • RY:Library</td>
</tr>
<tr>
<td>5:30pm</td>
<td>GDO Preconference Reception • RY:Nova Scotia</td>
<td>155: GDO Preconference Reception • RY:Nova Scotia</td>
</tr>
<tr>
<td>6:00pm</td>
<td>SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
<td>116: SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
</tr>
<tr>
<td>7:30pm</td>
<td>SPDW: CMSW: Social Time • RY:Ballroom</td>
<td>117: SPDW: CMSW: Social Time • RY:Ballroom</td>
</tr>
<tr>
<td>7:00am</td>
<td>SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
<td>118: SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
</tr>
<tr>
<td>8:00am</td>
<td>GDO Doctoral Consortium Networking Lunch • RY:Library</td>
<td>124: GDO Doctoral Consortium Networking Lunch • RY:Library</td>
</tr>
<tr>
<td>8:30am</td>
<td>SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
<td>123: SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
</tr>
<tr>
<td>9:00am</td>
<td>SPDW: Backlash, Academia and Change • RY:Tudor 7</td>
<td>122: SPDW: Backlash, Academia and Change • RY:Tudor 7</td>
</tr>
<tr>
<td>10:00am</td>
<td>SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom</td>
<td>123: SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom</td>
</tr>
<tr>
<td>8:30am</td>
<td>Identity Orientation and Stigmatization • RY:York</td>
<td>208: JS: Reaching for the Rainbow • RY:Alberta</td>
</tr>
<tr>
<td>12:00pm</td>
<td>Understanding Gender in Managerial Contexts • RY:York</td>
<td>206: SIT: The Power of Time • SC:Windsor West</td>
</tr>
<tr>
<td>2:30pm</td>
<td>Distinguished GDO Research Panel Reflections • RY:York</td>
<td>274: ST: Advancing Culture • RY:Saskatchewan</td>
</tr>
<tr>
<td>4:10pm</td>
<td>GDO Division Business Meeting • RY:York</td>
<td>315: P: Importance of Gender Effects • RY:Canadian 5</td>
</tr>
<tr>
<td>5:30pm</td>
<td>GDO Division Business Meeting • RY:York</td>
<td>227: JS: Demographics in Work Groups • RY:Alberta</td>
</tr>
<tr>
<td>6:30pm</td>
<td>GDO Division Social Hour • RY:York</td>
<td>276: ST: Why Work-Family Conflict? • SC:Windsor West</td>
</tr>
<tr>
<td>8:30am</td>
<td>Lucent Technologies Executive Speech • RY:York</td>
<td>225: JS: Board Room Diversity • H:McDonald</td>
</tr>
<tr>
<td>10:30am</td>
<td>Organizational Diversity • RY:York</td>
<td>193: SIT: Gente del Corazon • SC:Dominion Ballroom N</td>
</tr>
<tr>
<td>2:00pm</td>
<td>Persistence of Discrimination in Employment • RY:York</td>
<td>282: SIT: Husbands and Wives • SC:Windsor West</td>
</tr>
<tr>
<td>3:40pm</td>
<td>Cultural Influences on Work and Family • RY:York</td>
<td>347: P: Minority &amp; Majority Employees • RY:Canadian 8</td>
</tr>
<tr>
<td>8:30am</td>
<td>Beautyism, Stigma, and Discrimination • RY:York</td>
<td>248: JS: Multicultural Teams in MNCs • RY:Territories</td>
</tr>
<tr>
<td>10:40am</td>
<td>Gender and Racioethnic Differences in Psychological Responses • RY:York</td>
<td>235: JS: Status Hierarchies in Orgs. • R:Alberta</td>
</tr>
<tr>
<td>12:20pm</td>
<td>Women, Careers, Transitions and Growth • H:McDonald</td>
<td>261: JS: Women, Careers, Transitions and Growth • H:McDonald</td>
</tr>
</tbody>
</table>

**Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Successful Women Worldwide: A New Time for Understanding
• 1:30 - 4:00 Sheraton Centre: Conference Room G

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop
• 1:00 - 6:00 Sheraton Centre: Norfolk

Friday 3:00PM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop
• 3:00 - 6:00 Sheraton Centre: York

Friday 5:00PM

GDO Doctoral Consortium
• 5:00 - 8:00 Royal York: Quebec
Pre-registration is required. Contact session or PDW chairs for more information.
Organizers: Stacy Blake-Beard, Harvard U.; Regina O'Neill, Suffolk U.
Keynote Speaker: Lotte Bailyn, Massachusetts Institute of Technology

Friday 8:00PM

GDO Doctoral Consortium - Social Hour
• 8:00 - 9:00 Royal York: Quebec
Pre-registration is required. Contact session or PDW chairs for more information.
Organizers: Stacy Blake-Beard, Harvard U.; Regina O'Neill, Suffolk U.

Saturday 7:30AM

SPDW: (BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critters
• 6:00 - 9:00 Sheraton Centre: Conference Room B&C

Saturday 8:00AM

GDO Doctoral Consortium Continental Breakfast
• 8:00 - 9:00 Royal York: Nova Scotia
Pre-registration is required. Contact the session or PDW chairs for more information.
Organizers: Stacy Blake-Beard, Harvard U.; Regina O'Neill, Suffolk U.

Saturday 8:30AM

SPDW: (NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) New Doctoral Students Consortium
• 8:30 - 5:00 Royal York: Upper Canada

Saturday 9:00AM

Saturday 10:00AM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
• 10:00 - 1:00 Royal York: Ontario

Saturday 10:30AM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
• 10:00 - 1:00 Royal York: Tudor 7

Saturday 2:30PM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
• 2:30 - 5:30 Royal York: Ontario

Saturday 3:00PM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
• 2:30 - 5:30 Royal York: Tudor 7

Saturday 5:30PM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
• 5:30 - 7:30 Royal York: Ballroom
116. SPDW:(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
   - 6:00- 8:00 Royal York: Upper Canada

Saturday  7:30PM

117. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   - 7:00- 8:00 Royal York: Ballroom

Sunday  7:00AM

118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
   - 7:30- 8:30 Royal York: Ballroom

Sunday  8:00AM

119. SPDW:(GDO, MED) Backlash in Academia: Let’s Talk About It!
   - 10:00- 12:00 Royal York: Tudor 7

Sunday  10:30AM

120. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Research in the Management Journals: Problems and Prospects
   - 8:00- 10:30 Royal York: Ballroom

121. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
   - 8:00- 10:30 Royal York: British Columbia

Sunday  10:00AM

122. SPDW:(GDO, MED) Re-assessing the Standard: How Understanding Identity Orientation Informs - and Improves - Intergroup Relations
   - 8:30-10:30 Royal York: York

Sunday  10:30AM

123. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   - 10:30- 12:00 Royal York: Ballroom

Monday  7:00AM

507. GDO Division Welcome Breakfast
   - 7:00- 8:15 Royal York: York

Monday  8:30AM

508. Paper Session: Identity Orientation and Stigmatization in Organizations: New Frontiers
   - 8:30- 10:20 Royal York: York
   Chair: Diana Reed, Drake U.
   Discussant: Robin Johnson, U. of California, Los Angeles
   Discussant: Ann C. Baker, George Mason U.

510. Paper Session: Understanding Gender in Managerial and Organizational Contexts
   - 12:20- 2:10 Royal York: York
   Chair: Mary Fambrough, Case Western Reserve U.
   Discussant: Barbara S. Manz, University of Utah.

Monday  2:30PM

   - 8:30- 10:20 Royal York: Alberta

267. SIT: Diversity and Identity in Teams
   - 8:30- 10:20 Sheraton Centre: Windsor West

268. SIT: The Power of Time
   - 8:30- 10:20 Sheraton Centre: Windsor East

Monday  10:40AM

   - 10:40- 12:00 Royal York: York
   Chair: Robin Johnson, U. of California, Los Angeles
   Discussant: Alina Schmeltz, University of California, Santa Barbara.
   Discussant: Amy Randles, Wake Forest U.
   Discussant: Ann C. Baker, George Mason U.

180. SHCS:(MH, GDO) Relating a New Time to an Old Time: Presenting 1904 Films from Westinghouse Companies with Discussion on Observed Work Issues
   - 10:40-12:00 Sheraton Centre: Dominion Ballroom N

209. JS:(GDO, CM) Gender in Negotiation
   - 10:40- 12:00 Royal York: Territories

Monday  12:20PM

510. Paper Session: Understanding Gender in Managerial and Organizational Contexts
   - 12:20- 2:10 Royal York: York
   Chair: Mary Fambrough, Case Western Reserve U.
   Discussant: Barbara S. Manz, University of Utah.
   Discussant: Ann C. Baker, George Mason U.
   Discussant: Robin Johnson, U. of California, Los Angeles
   The Impact of Gender-Typed Contexts on Leadership Styles:
   - A Field Study, Marloes van Engen, Tilburg U.; Rien van der Leeden, Leiden U.; Tineke M. Willemsen, Tilburg U.
   - Effects of Doctoral Experience, Academic Affiliation, and Sex Differences on Research Productivity and Where Organizational Scientists Hold Tenure, Teresa J. Rothausen, U. of St. Thomas
   - Opposite Sex Supervisors and Employee Satisfaction
   - Moderating Effects of Employee Sex, Work Group Composition and Job Strain, Dail Fields, Regent U.; Terry C. Blum, Georgia Institute of Technology
   - Managers’ Gender Roles Across Career Experiences: Evidence for the Plaster vs Plasticity Debate, Catherine Kirchmeyer, Wayne State U.
   - Discussant: Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology

Monday  2:30PM

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Work-Family Conflict in Contemporary China: An Alternative to the Western Model, Yan Ling, U. of Connecticut; Gary N. Powell, U. of Connecticut
Discussant: Karen Crooker, U. of Wisconsin, Milwaukee

249. JS:(GDO, IM, OB) Multicultural Teams within Multinational Corporations
• 3:40- 5:20 Royal York: Territories

249. JS:(GDO, HR) U.S. Companies and Work/Life Strategies: Their Diffusion and Effects
• 3:40- 5:20 Royal York: Alberta

Wednesday 8:30AM

518. JS: Symposium: Beautyism, Stigma, and Discrimination In A New Time: On Occupational and Organizational Appearance and Attractiveness
Chair: Cliff Cheng, U. of Southern California
Unattractiveness As the Basis for Stigmas Related to Race, Disability, and Age, Dianna L. Stone, U. of Central Florida; Eugene F. Stone-Romero, U. of Central Florida
Old Ideas About Appearance and Sex/Gender Identities in a New Time: Order and the Sexuality Diversity Case of Transsexual School Teacher, Ms. Dana Rivers, Cliff Cheng, U. of Southern California
Discussant: Richard J. Klimoski, George Mason U.

254. JS:(GDO, HR, MC) Frisky Business: Issues and Consequences of Workplace Romance
• 8:30- 10:20 Royal York: Territories

289. SIT: Promoting Women
• 8:30- 10:20 Royal York: New Brunswick

375. IP: Legal, Institutional, and Arbitration Perspectives on Discrimination
• 8:30- 10:20 Royal York: Canadian 8

Wednesday 10:40AM

519. Paper Session: Gender and Racioethnic Differences in Psychological Responses to the Workplace
Chair: Micháel E. Mor Barak, U. of Southern California
○ Gender-Based Sensitivity to Disempowering Behavior in Organizations: Exploring an Expanded Concept of Hostile Working Environment, Charles M. Vance, Loyola Marymount U.; Eileen A. Ensher, Loyola Marymount U.; Frederica M. Hendricks, Loyola Marymount U.
Gender Differences and the Behavior of Targets of Workplace Incivility: He 'Dukes' It Out, She 'Disappears' Herself, Christine L. Porath, U. of North Carolina; Christine M. Pearson, U. of North Carolina
I'll Take Your Word For It, But Not His...: An Examination of Minority Recipient Reactions to Negative Feedback, Marcus M. Stewart, U. of Georgia; Richard S. Blackburn, U. of North Carolina; Ben Rosen, U. of North Carolina, Chapel Hill
Discussant: Chris Mahoney, U. of Minnesota

201. JS: Managing Multicultural Organizations: A Meeting of the Minds
• 10:40- 12:00 Sheraton Centre: Ballroom Centre

258. JS:(GDO, OMT) The Staying Power of Status Hierarchies and Their Effects in Organizations
• 10:40- 12:00 Royal York: Alberta

295. SIT: Identification and Identity
• 10:40- 12:00 Sheraton Centre: Windsor East

Wednesday 12:20PM

261. JS:(GDO, CAR) Women, Dual Careerists, Copreneurs and Entrepreneurs: Careers, Transitions, Negotiating Strategies and Growth
• 12:20- 2:10 Hilton: McDonald

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Health Care Management

Program Chair: Sharon Topping, U. of Southern Mississippi
Professional Development Workshop Chair: Kathleen Montgomery, U. of California, Riverside

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<td>520. Reception and Welcome to HCMD • SC:Kenora</td>
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<td>521. Navigating Your Professional Environment • SC:Kenora</td>
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<td>95. SPDW: Designing HCM Courses • SC:Kenora</td>
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<td>Facilitators: All panelists, presenters, &amp; chairs. Preregistration required</td>
<td>96. SPDW: New Doctoral Students Consortium • Royal York: Upper Canada</td>
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Legend: ‡ = theme, ள = teaching, 鄀 = management practice, † = international, Other abbreviations p. A38 - 39
Saturday 1:30PM

525. Publishing Workshop: The Role of the Editor, the Referee, and the Author in the Publishing Process
• 1:30- 5:00 Sheraton Centre: Kenora
Preregister with Kathleen Montgomery at kmont@mail.ucr.edu
Coordinator: Kathleen Montgomery, U. of California, Riverside
Panel: Margarete Arndt, Clark U.; Gloria Bazzoli, Northwestern U.; Barbara Bigelow, Clark U.; John D. Blair, Texas Tech U.; Thomas D’Aunno, U. of Chicago; Myron D. Fottler, U. of Central Florida; Robert Fromberg, American College of Healthcare Executives

Saturday 2:00PM

110. SPDW:(PNP, CAR, HCM, MED) Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue
• 2:00- 5:00 Royal York: British Columbia

Saturday 6:00PM

116. SPDW:(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
• 6:00- 8:00 Royal York: Upper Canada

Sunday 8:00AM

526. Coffee, Croissants, and Conversation
• 8:00- 9:00 Sheraton Centre: Kenora
Facilitators: All panelists, presenters, & chairs. Preregistration required
Coordinator: Kathleen Montgomery, U. of California, Riverside

Sunday 9:00AM

527. Faculty Research Forum: Cutting-Edge Research in Health Care
• 9:00- 10:30 Sheraton Centre: Kenora
Preregister with Kathleen Montgomery at kmont@mail.ucr.edu
Chair: Bryan J. Weiner, U. of North Carolina, Chapel Hill

Sunday 10:30AM

528. Networking Forum to Exchange Research Ideas
• 10:30- 12:00 Sheraton Centre: Kenora
Facilitators: All panelists, presenters, & chairs. Preregistration required
Coordinator: Kathleen Montgomery, U. of California, Riverside

Monday 8:15AM

529. Division Welcome
• 8:15- 8:30 Sheraton Centre: City Hall
Program Chair: Sharon Topping, U. of Southern Mississippi

Monday 8:30AM

530. Symposium: How Change Has Changed
• 8:30- 10:20 Sheraton Centre: City Hall

Monday 12:00PM

531. Paper Session: Coordination and Collaboration in Health Care Institutions: A Changing Perspective
• 10:40- 12:00 Sheraton Centre: City Hall
Chair: John Valentine, Florida Atlantic U.
Impact of Relational Coordination on Service Quality.
Length of Stay, Post-Operative Pain and Mobility: A Nine Hospital Study of Surgical Patients. Jody Hoffer Gitell, Harvard U.; Thomas Thornhill, Harvard Medical School; Joseph Zuckerman, Hospital for Joint Diseases; Kathleen M. Fairfield, Harvard Medical School; Benjamin Bierbaum, New England Baptist Hospital; William Head, Presbyterian Plano Hospital; Robert Jackson, Baylor U. Medical Center; Michael Kelly, Beth Israel Hospital; Richard Laskin, Hospital for Special Surgery; Stephen Lipson, Harvard Medical School; John Siliski, Harvard Medical School
Physicians and Government: Key Actors in an Organizational Field. Trish Reay, U. of Alberta
Winner of HCM Division Best Paper Based on a Dissertation Award
Discussants: David Neil Grazman, U. of Southern California; Martin Kitchener, U. of California, Berkeley

Monday 12:40PM

532. Symposium: Long-Term Care in the New Millennium: Perspectives on Time and Quality
• 12:20- 2:10 Sheraton Centre: City Hall
Chair: Mark Alan Davis, U. of North Texas
Relationships Among Time Management, Control, and Work-Related Outcomes in Nursing Homes. Mark Alan Davis, U. of North Texas
A Framework for Understanding Conflicting Norms Guiding Temporal Orientation in Long-Term Care. Eric G. Kirby, Southwest Texas State U.
Demographic Trends and Their Impact on Turnover Within Long-Term Care Facilities: Doing More with Less in the New Millennium, Charles Braun, Marshall U.
Chronicity and Organizational Effectiveness in the Long-Term Sector. Julie G. Sebastian, U. of Kentucky
Discussant: Jeff Tschetter, U. of Sioux Falls

183. SHCS:(HCM, BPS) Strategy as Dynamic and Pluralistic
• 12:20- 2:10 Sheraton Centre: Ballroom West
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<tr>
<th>Time</th>
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| Monday 2:30PM | **Paper Session: Organizational Learning and Innovation in the Health Care Context**  
|            | - 2:30- 3:50 Sheraton Centre: City Hall  
|            | Chair: Debra Herold Tennyson, Birmingham-Southern College  
|            | Organizational Learning from Medication Mishaps: A Study of Hospital Pharmacies, Michal Tamuz, U. of Texas, Houston; Eric J. Thomas, U. of Texas, Houston Medical School  
|            | Is the Transformational Leadership Style Related to Actual Workplace Innovation?, Elisabeth Wilson-Evered, U. of Queensland, Australia  
|            | Discussants: Michele Issel, U. of Illinois, Chicago; John C. Hyde, U. of Mississippi Medical Center  
| Monday 4:10PM | **Division: HCMD Distinguished Speaker Presentation**  
|            | - 4:10- 5:20 Sheraton Centre: City Hall  
|            | The speakers, two key architects of major health care reform, are at the forefront of research, policy, and management developments in Canadian healthcare  
|            | Chair: Jacqueline S. Zinn, Temple U.  
|            | Introduction: Bruce J. Fried, U. of North Carolina, Chapel Hill  
|            | Keynote Speakers: Peggy Leatt, Chief Executive Officer, Ontario Health Services Restructuring Commission; Jeffrey C. Lozon, Ontario Deputy Minister of Health & Long Term Care  
| Monday 5:30PM | **Meeting: HCMD Business Meeting**  
|            | - 5:30- 6:30 Sheraton Centre: City Hall  
|            | Chair: Barbara Bigelow, Clark U.  
| Monday 6:30PM | **HCMD Social**  
|            | - 6:30- 7:30 Sheraton Centre: City Hall  
|            | Sponsored by the Department of Health Administration, University of Toronto  
|            | Host: Sharon Topping, U. of Southern Mississippi  
| Tuesday 8:30AM | **Symposium: Professionals as Knowledge Assets in Organisations - Reality, Time and Power**  
|            | - 8:30- 10:10 Sheraton Centre: City Hall  
|            | Chair: Ewan Ferlie, Imperial School of Management  
|            | Professionals as Knowledge Assets in Organizations:  
|            | Overview Paper, Louise Fitzgerald, De Montfort U., Leicester  
|            | Ewan Ferlie, Imperial School of Management  
|            | Different Things to Different People: What It Means Being a "Physician" in the United States, Timothy Hoff, State U. of New York, Albany  
|            | Professions and Change: A Study through Time, Ann Casebeer, U. of Calgary  
|            | The Emerging Shape of Professional Organization in Health Care, Jean-Louis Denis, Gris/U. de Montreal; Lise Lamoth, U. Laval; Ann Langley, U. du Québec à Montréal  
|            | Discussant: C. R. Hinings, U. of Alberta  
| Tuesday 10:30AM | **Paper Session: Human Resource Management: Practices, Benefits, & Employee Satisfaction**  
|            | - 10:30- 11:50 Sheraton Centre: City Hall  
|            | Chair: Robert Hernandez, U. of Alabama, Birmingham  
|            | The Effects of Job Satisfaction and Perceived Stress on the Physical and Mental Health and Withdraw Intention of Physicians, Eric S. Williams, U. of Alabama, Tuscaloosa; Thomas R. Konrad, U. of North Carolina, Chapel Hill; William E. Scheckler, U. of Wisconsin; Donald E. Pathman, U. of North Carolina, Chapel Hill; Mark Linzer, U. of Wisconsin; Julia McMurray, U. of Wisconsin; Martha Gerrity, Oregon Health Sciences U.; Mark D. Schwartz, New York U.  
|            | Discussants: Bruce J. Fried, U. of North Carolina, Chapel Hill; Donna Malvey, U. of South Florida  
| Tuesday 2:00PM | **Symposium: The Rhythm of Organizational Responses to Their Environments**  
|            | - 2:00- 3:20 Sheraton Centre: City Hall  
|            | This symposium was selected as HCMD's Theme session. Chairs: Christy Harris Lemak, U. of Florida; Christopher Johnson, U. of Florida  
|            | Multi-Faceted Threat and Dual Responses: Litigation and Florida's Nursing Homes, Christopher Johnson, U. of Florida  
|            | Contingent Staffing as a Response to Economic and Institutional Environments, Christy Harris Lemak, U. of Florida; Jeffrey A. Alexander, U. of Michigan  
|            | Withdrawing from Managed Care: An Organizational Response to External Threat, Thomas D'Aunno, U. of Chicago  
|            | Organizational Discretion in Responding to Institutional Change: The Deinstitutionalization of the Medical Dictum "Once a Cesarean, Always a Cesarean", Elizabeth Goodrick, Florida Atlantic U.  
|            | Discussant: Diane Brannon, Pennsylvania State U.  
| Tuesday 3:40PM | **Symposium on Telehealth**  
|            | - 3:40- 5:20 Sheraton Centre: City Hall  
|            | Chair: Kathryn H. Dansky, Pennsylvania State U.  

*Note: All sessions were published in Conference Proceedings.*
Cost-Benefit of Telemedicine and Telehealth: A Review and Value-Chain Analysis of a Rural Health Network, John E. Gambie, U. of South Alabama; Marjorie L. Icenogle, U. of South Alabama

One Canadian Organization's Experience: The Opportunity to Revolutionize Home Care and Our Health System, Lesley Larsen, Saint Elizabeth Health Care

Stakeholder Relationships: How They Influence Telehealth Adoption Decisions, Kathryn H. Dansky, Pennsylvania State U.


Organizational Learning and the Adoption of TeleMedicine Capabilities Over Time, David F. Robinson, Texas Tech U.

Discussant: Grant T. Savage, U. of Alabama, Tuscaloosa

Wednesday 8:30AM

541. Symposium: Avoid at Your Own Risk: How Health Care Research and Researchers Benefit From Using Qualitative Methods
   Chair: Timothy Hoff, State U. of New York, Albany

Practicing for a Paycheck: What I Learned Talking With and Observing Doctors Over Time, Timothy Hoff, State U. of New York, Albany

The Use of Qualitative Research: A Personal Journey, Margarete Arndt, Clark U.; Barbara Bigelow, Clark U.


Discussant: Kimberly D. Elsbach, U. of California, Davis

376. IP: New Directions in Health Care Research: Cognitive Maps, Instrumentation Issues and Managerial Profiling
   Chair: Michael A. Davis, U. of Alabama, Tuscaloosa

Wednesday 10:40AM

204. Comparisons of (HCM, ODC, OMT) Comparative Practices and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems
   Chair: Heather Elms, U. of Florida

The Relationship of Nursing Facility Strategy and Structure with Performance, J. L. Davis, U. of Alabama, Tuscaloosa

Winner of HCM Division Best Paper Based on a Dissertation Award

Integration as Networks and Systems: A Strategic Stakeholder Analysis, Grant T. Savage, U. of Alabama, Tuscaloosa; Alison Roboski, U. of Alabama, Tuscaloosa

Published in Conference Proceedings

Helpful or Harmful? The Impact of Strategic Change on the Performance of U.S. Urban Hospitals, Hanh Q. Trinh, U. of Wisconsin, Milwaukee; Stephen J. O'Connor, U. of Wisconsin, Milwaukee


Whitney B. Berta, U. of Toronto; Dilys Bowman, U. of Michigan; Joel A.C. Baum, U. of Toronto; William G. Mitchell, U. of Michigan

Discussants: John F. Newman, Georgia State U.; Jonathon S. Rakich, Indiana U., Southeast
## Human Resources

**Program Chair:** Lois E. Tetrick, U. of Houston  
**Professional Development Workshop Chair:** Timothy A. Judge, U. of Iowa

### Friday

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<td>HR Junior Faculty Consortium • SC:Windsor East</td>
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<td>Roundtable: Jr. Faculty and Doctoral Consortia • SC:Essex</td>
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### Legend

- ✎ = theme, ✙ = teaching, ☑ = management practice, ☽ = international, Other abbreviations p. A38 - 39
Friday 1:00PM

81. **SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)** CMSW Doctoral Workshop
   - 1:00- 6:00 Sheraton Centre: Norfolk

Friday 3:00PM

82. **SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)** CMSW Junior Faculty Workshop
   - 3:00- 6:00 Sheraton Centre: York

Friday 6:00PM

85. **SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)** CMSW Reception for Arriving Critics
   - 6:00- 9:00 Sheraton Centre: Conference Room B&C

Saturday 7:30AM

86. **SPDW:(BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)** CMSW Breakfast
   - 7:30- 8:00 Royal York: Ontario

Saturday 8:00AM

543. **HR Junior Faculty Consortium**
   - 8:00- 5:30 Sheraton Centre: Windsor East
   - Organizer: Patrick Wright, Cornell U.
   - Coordinators: Edilberto Montemayor, Michigan State U.; Stella M. Nkomo, U. of South Africa

544. **HR Doctoral Consortium**
   - 8:00- 5:30 Sheraton Centre: Windsor East
   - Organizer: Joseph J. Martocchio, U. of Illinois
   - Coordinators: John E. Delery, U. of Arkansas; Ann Marie Ryan, Michigan State U.
   - Keynote Speaker: Kevin R. Murphy, Pennsylvania State U.

   - 8:00- 10:00 Royal York: Ontario

Saturday 10:00AM

545. **Editors' Roundtable: Joint Session Junior Faculty and Doctoral Consortia**
   - 10:00- 12:00 Sheraton Centre: Essex

Organizers: Joseph J. Martocchio, U. of Illinois; Patrick Wright, Cornell U.

Saturday 1:00PM

546. **A Dialogue Among Experts in Teaching International HRM: Crossing Geographic and Cultural Space through Innovative Methods**
   - 1:00- 3:00 Sheraton Centre: Essex
   - No pre-registration required; open to all Academy members
   - Organizers: Debra Cohen, George Washington U.; Diana L. Deadrick, Old Dominion U.
   - Facilitators: Elizabeth F. Cabrera, U. Carlos III de Madrid, Spain; Paula M. Caligiuri, Rutgers U.; Heh Jason Huang, National Sun Yat-Sen U.; Henrik Holt Larsen, U. of Copenhagen; Kathy Monks, Dublin City U.; Randall S. Schuler, Rutgers U.; Mary Ann Von Glinow, Florida International U.; Mary R. Watson, Vanderbilt U.; Steve Werner, U. of Houston; Carolyn Wiley, U. College, Dublin

Saturday 2:30PM

   - 2:30- 5:30 Royal York: Ontario

   - 2:30- 5:30 Royal York: Tudor 7

Saturday 3:30PM

   - 3:30- 5:30 Sheraton Centre: Dufferin
   - No pre-registration required; open to all Academy members
   - Organizers: Debra Cohen, George Washington U.; Diana L. Deadrick, Old Dominion U.
   - Facilitators: John Burdett, Orxestra Consulting; Debra Cohen, George Washington U.; Charles Fay, Rutgers U.; Mark Huselid, Rutgers U.; Susan Meisinger, Society for Human Resource Management; Sara L. Rynes, U. of Iowa; Mary R. Watson, Vanderbilt U.

Saturday 5:30PM

548. **HR Division Reception**
   - 5:30- 7:30 Sheraton Centre: Essex
   - Organizer: Timothy A. Judge, U. of Iowa
Management Journals: Problems and Prospects

Paper Roundtables
- 5:30-7:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
- 7:30-8:30 Royal York: Ballroom

Sunday 8:00AM

549. HR Junior Faculty Consortium
- 8:00-12:00 Sheraton Centre: Windsor East
Organizer: Patrick Wright, Cornell U.
Coordinators: Edilberto Montemayor, Michigan State U.; Stella M. Nikomo, U. of South Africa
Presenters: Deborah F. Crown, U. of Alabama; Robert D. Gatewood, U. of Georgia; Marcie A. Cavanaugh, Cornell U.; Susan E. Jackson, Rutgers U.; Wayne Hochwarter, U. of Alabama; Gary C. McMahan, U. of Texas, Arlington

550. HR Doctoral Consortium
- 8:30-12:00 Sheraton Centre: Windsor West
Organizer: Joseph J. Martocchio, U. of Illinois
Coordinators: John E. Deley, U. of Arkansas; Ann Marie Ryan, Michigan State U.

551. How Technology is Changing the World of HRM and What We Teach
- 10:00-12:00 Royal York: Nova Scotia
No pre-registration required; open to all Academy members
Organizers: Debra Cohen, George Washington U.; Diana L. Deadrick, Old Dominion U.

552. Symposium: Low Context Assumptions, High Context Solutions: Contingencies for Predicting Expatriate Adjustment in Asia
- 8:30-10:20 Sheraton Centre: Simcoe
The Theory of Met Expectations Applied to the Cross-cultural Adjustment of Expatriates in Asia. Paula M. Caligiuri, Rutgers U.; Jean Phillips, Rutgers U.; Mila Borislavova Lazarova, Rutgers U.; Ibraiz Tarique, Rutgers U.
Geographical Contingencies: The Expatriate’s Experience of Cross-Cultural Adjustment in China. Katherine Hutchings, Queensland U. of Technology; Mark Shadur, Queensland U. of Technology; Robert McEllister, Queensland U. of Technology
Cross-cultural Training: Predeparture or Postarrival?. Jan Selmer, Hong Kong Baptist U.
Selecting Expatriate Managers: Singaporeans’ Views. Kathleen M. Campbell, College of Saint Elizabeth; Mary Carmen Jacintia Wong, Singapore Telecoms; Donald J. Campbell, United States Military Academy
Discussant: Donald J. Campbell, United States Military Academy

553. Paper Session: Flexible Work
- 8:30-10:20 Sheraton Centre: Dufferin
Chair: Brian Loher, Mansfield U.
A New Place for a New Time: Organizational Antecedents and Individual Outcomes of Control Over the Where and When of Work. Dilene Crockett, U. of Texas, Arlington; Rusty Lee Juban, Dallas Baptist U.
Adjustment to Telecommuting: Role of Self-efficacy and Structuring Behavior. Sumita Raghuram, Fordham U.; Batia Mishan Wiesenfeld, New York U.; Raghu Garud, New York U.
Flexibility in Work Arrangements: How Availability, Preferences, and Use Affect Business Outcomes. MaryAnne M. Hyland, Adelphi U.
Discussant: Tammy D. Allen, U. of South Florida

266. SIT: Predicting with Personality
- 8:30-10:20 Royal York: New Brunswick

269. SIT: Outsourcing and Human Resources Management
- 8:30-10:20 Royal York: Saskatchewan

554. Paper Session: Strategic Human Resources
- 10:40-12:00 Sheraton Centre: Dufferin
Chair: Lucy McClurg, Georgia State U.
Dynamic Investments in Human Capital and Risk Management: An Empirical Analysis of Real Options
International Human Resource Management

Discussant: Multiple Perspectives on the Role of Time

Chair: Strategic Human Resource Management: HR Function

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

Variations in Employment Mode Usage and Firm

.floorplans

Monday 12:20PM

556. Symposium: Unlocking the Black Box of Strategic Human Resource Management Research

Chair: Patrick Wright, Cornell U.
Organizer: Tim Gardner, Cornell U.

Unlocking the Black Box: Examining the Processes Through
Which Human Resource Practices Impact Business

Performance, Patrick Wright, Cornell U.; Tim Gardner, Cornell U.; Lisa M. Moynihan, Cornell U.; Hyeon Jeong Park, Cornell U.

Variations in Employment Mode Usage and Firm

Performance: An Empirical Examination, David P. Lepak, U. of Maryland; Riki Takeuchi, U. of Maryland, College Park

The Impact of High Commitment Work Systems on IPOs: Additive or Multiplicative Effects?, M. Diane Burton, Harvard U.; Charles A. O'Reilly III, Stanford U.


Survival of Skill-Based Pay Plans, Jason D. Shaw, U. of Kentucky; Nina Gupta, U. of Arkansas; Gerald E. Ledford, Sibson & Company; Atul Mitra, Lyon College

Income Sensitive Consumption: A Conceptualization of Spending Behavior Patterns and Compensation Preferences, John Schaubroeck, Drexel U.; Jason D. Shaw, U. of Kentucky

Learning About Managers' Abilities: Implications for Compensation Policies, Pedro Ortin, U. Autónoma de Barcelona; Vicente Salas-Fumas, U. of Zaragoza, Spain

Discussant: Charles-Henri Besseyre des Horts, HEC, France

557. Paper Session: Compensation

• 12:20- 2:10 Sheraton Centre: Simcoe

Chair: Allen D. Engle, Eastern Kentucky U.

Challenge of Employee Development Activity and Organizational Citizenship Behavior: A Social Exchange Model Utilizing Leader-Member Exchange and Perceived Organizational Support, Todd J. Maurer, Georgia Institute of Technology; Heather R. Pierce, Georgia Institute of Technology; Lynn M. Shore, Georgia State U.

The Psychological Consequences of Self-Reported Organizational Citizenship Behaviors: Does Organizational Rank Matter?, Steve Werner, U. of Houston; Richard S. DeFrank, U. of Houston

The Interactive Effects of General Mental Ability and Personality on Contextual Job Performance, L. A. Witt, U. of New Orleans; K. Michelle Kacmar, Florida State U.; Michael K. Mount, U. of Iowa

Discussant: Daniel G. Gallagher, James Madison U.

558. Paper Session: Organizational Citizenship Behavior

• 2:30- 3:50 Sheraton Centre: Simcoe

Chair: Kelly Mollica, Wake Forest U.

Three Dimensions of Perceived Beneﬁciary of Post-Feedback Employee Development Activity and Organizational Citizenship Behavior: A Social Exchange Model Utilizing Leader-Member Exchange and Perceived Organizational Support, Todd J. Maurer, Georgia Institute of Technology; Heather R. Pierce, Georgia Institute of Technology; Lynn M. Shore, Georgia State U.

559. Paper Session: Turnover and Job Loss

• 2:30- 3:50 Sheraton Centre: Simcoe

Chair: Cheryl L. Adkins, Louisiana State U.

Psychological Well-Being and Reemployment Outcomes Following Involuntary Job Loss: Results of a Six-Year Study, Mary A. Gowan, U. of Central Florida

Job Performance and Voluntary Turnover: An Examination of Linearity, Curvilinearity, and the Moderators of Time, Unemployment Rate, and Perceived Ease of Movement Using Event History Analysis, Roderick D. Iverson, U. of Melbourne; Stephen J. Deery, U. of Melbourne

Winner of HR Division Best Paper Award

Published in Conference Proceedings

B109
- 2:30 - 3:50 Sheraton Centre: Ballroom Centre

223. JS: [IM, HR] International HR Strategies for Developing and Retaining Global Leaders
- 2:30 - 3:50 Hilton: McDonald

224. JS: [ENT, HR] Studying Speed (Rate of Growth) and Fuel (Energy) in Fast Growth Firms: e-Research, e-Business, and e-Teaching Outcomes
- 2:30 - 3:50 Royal York: Alberta

273. SIT: Perceiving Justice
- 2:30 - 3:50 Sheraton Centre: Windsor East

316. IP: Compensation and Gainsharing
- 2:30 - 3:50 Royal York: Canadian 6

317. IP: Performance Appraisal and Feedback
- 2:30 - 3:50 Royal York: Canadian 7

Monday 4:10PM

278. SIT: Revolutionary and Continuous Change
- 4:10 - 5:30 Sheraton Centre: Windsor East

Monday 5:30PM

560. Human Resources Division Ice Cream Social
- 5:30 - 6:30 Sheraton Centre: Dominion Ballroom N
Recipient of the Heneman Career Achievement Award, sponsored by Irwin-McGraw Hill, will be announced.

Tuesday 8:30AM

- 8:30- 10:10 Sheraton Centre: Dufferin
Chair: David P. Lepak, U. of Maryland
Human Resource Configurations and Value Creation: The Mediating Role of Intellectual Capital, Mark Younht, Skidmore College
The Design of Human Resource Management Systems: An Examination Within and Across Organizations, John E. Delery, U. of Arkansas; Patrick Wright, Cornell U.
Human Resource Configurations, Employment Modes, and Firm Performance, David P. Lepak, U. of Maryland; Scott A. Snell, Pennsylvania State U.
Discussant: M. Susan Taylor, U. of Maryland

562. Paper Session: Psychological Contracts
- 8:30- 10:10 Sheraton Centre: Simcoe
Chair: Greg Irving, Wilfrid Laurier U.
The "Anticipatory Psychological Contract": Employer/Employee Obligations and Job Choice, Donna Maria Bicentiero, Arizona State U.; Glen E. Kreiner, Arizona State U.
Organizational Promissory Contracts: Changes in the Promises between Organizations and their Employees, Lisa Scherer Lambert, U. of North Carolina
The Role of Justice and Psychological Contract on Compensation Satisfaction, Amanuel G. Tekleab, U. of Maryland; Kathryn M. Bartol, U. of Maryland, College Park
Easing the Pain: Determinants and Effects of Psychological Contract Violations, Amanuel G. Tekleab, U. of Maryland; M. Susan Taylor, U. of Maryland
Winner of HR Division's Best Student Paper Award
Discussant: Rene Schalk, Tilburg U.

233. JS: [MOC, OB, HR] Investigating Group Transactive Memory in Field Settings: Empirical Examinations and Measurement Approaches
- 8:30- 10:10 Sheraton Centre: Dominion Ballroom N

234. JS: [GDO, HR, SIM] Sexual Harassment Policy Effects: Implications for Theory, Research, and Practice
- 8:30- 10:10 Royal York: Territories

Tuesday 10:30AM

563. Paper Session: Human Resources Management and Organizational Performance
- 10:30- 11:50 Sheraton Centre: Dufferin
Chair: Judy Tansky, Ohio State U.
Examining Non-Linear Relationships Between Human Resource Systems and Organizational Performance, Clinton Doyle Chadwick, U. of Illinois, Urbana-Champaign
The Impact of High Performance Work Systems on Mergers, Acquisitions, and Bankruptcies, Jane E. Barnes, Rutgers U.; Mark Huselid, Rutgers U.
The Performance Effects of Human Resource Managers’ and Other Middle Managers’ Involvement in Strategy Making Under Different Business-Level Strategies: The Case in Hong Kong, Felix Wai-Kwong Yip, Hong Kong Polytechnic U.; Richard L. Priem, U. of Texas, Arlington; Cynthia S. Cychota, U. of Texas, Arlington
Discussant: Edward W. Rogers, Cornell U.

564. Paper Session: Stress and Health
- 10:30- 11:50 Sheraton Centre: Simcoe
Chair: Joseph G. Rosso, U. of Colorado
Investigation of the Relationship Between Work-Related Stress and Work Outcomes: The Role of Felt-Challenge, Psychological Strain, and Job Control, Wendy R. Boswell, Texas A&M U.; Julie B. Olson-Buchanan, California State U., Fresno; Marce A. Cavanaugh, Cornell U.
Prediction of Work Injury Frequency and Duration Among Firefighters, Hui Liao, U. of Minnesota; Richard Arvey, U. of Minnesota; Richard Butler, U. of Minnesota; Steven Nutting, Human Resources Department, City of Minneapolis
Work Time, Work Interference with Family, and Employee Well-being, Virginia L. Smith-Major, U. of Maryland; Katherine J. Klein, U. of Maryland; Mark G. Ehrhart, U. of Maryland
Published in Conference Proceedings
Sexual Harassment Labeling v. Cognitive Appraisal: Employing a Stress-Strain Model to Resolve the Theoretical Tension, Paul H. Jacques, State U. of New York,
Discussant: Gente del Corazon: The Influence of Hispanic Culture on Organizational Culture and Practices
- 10:30-11:50 Sheraton Centre: Dominion Ballroom N

JS:(MH, HR) The Importance of Studying Management History: Four Perspectives
- 10:30-11:50 Royal York: Territories

JS:(CM, OB, HR) Trustworthiness at Work: Its Nature, Antecedents, and Consequences
- 10:30-11:50 Royal York: Alberta

JS:(HR, OB) Moving the Study of Work-Family Conflict into the 21st Century: A Multi-Level, Multi-Disciplinary Approach
- 10:30-11:50 Sheraton Centre: Civic Ballroom

Tuesday 2:00PM

Symposium: Taking the Lead on Safety: The Role of Leadership in Improving Occupational Safety
- 2:00-3:20 Sheraton Centre: Simcoe
Chairs: Nick Turner, U. of Sheffield, UK; Anthea Zacharatos, Queen’s U.
Site Managers, Supervisors, and Safety in the Oil and Gas Industry, Angela O’Dea, U. of Aberdeen, UK; Rhona Flin, U. of Aberdeen, UK
The Compensatory Role of Transformational Leadership in Promoting Safety Behaviors, Helen Williams, U. of Sheffield, UK; Nick Turner, U. of Sheffield, UK; Sharon K. Parker, U. of New South Wales, Australia
The Impact of Supportive Leadership and Conscientiousness on Safety Behavior at Work, Mark Anthony Griffin, Queensland U. of Technology; Iain Burley, U. of Queensland, Australia; Andrew Neal, U. of Queensland, Australia
Safety Climate and Leadership Factors as Predictors of Injury Records in Work Groups, Dov Zohar, Israel Institute of Technology, Israel
Discussant: Julian Barling, Queen’s U.

Paper Session: Training
- 2:00-3:20 Sheraton Centre: Dufferin
Chair: Elizabeth Ravlin, U. of South Carolina
Company-Based Continuous Education: What’s the Pay-off for Employers?, Graeme Martin, U. of Abertay Dundee; Judy Pate, U. of Abertay Dundee; Phil Beaumont, U. of Glasgow
Theoretical and Practical Implications of Biodata Prediction Patterns, Michelle Ann Dean, U. of North Texas; Craig J. Russell, U. of Oklahoma; Eric P. Braverman, AT&T
The Effects of Training in Verbal Self-Guidance and Goal Setting on Team-Playing Behavior: A Field Experiment, Trevor C. Brown, Memorial U. of Newfoundland; Gary P. Latham, U. of Toronto
Does Training Improve Organizational Effectiveness? A Review of the Evidence, Phyllis Tharenou, Monash U.
Discussant: Debra Cohen, George Washington U.

Social Capital in Organizations: Examining Individual and Communal Models
- 2:00-3:20 Sheraton Centre: Civic Ballroom

Exploring Persistent Patterns in Workplace Aggression
- 2:00-3:20 Sheraton Centre: Conference Room D&E

Selection and Recruitment
- 2:00-3:20 Royal York: Canadian 3

Tuesday 3:40PM

Meeting: HR Business Meeting
- 3:40-5:00 Sheraton Centre: Simcoe
Division Chair: Luis R. Gomez-Mejia, Arizona State U./Iberoamerican Academy of Management

U.S. Companies and Work/Life Strategies: Their Diffusion and Effects
- 3:40-5:20 Royal York: Alberta

Symposium: Inventiveness and Innovation
- 3:40-5:20 Royal York: New Brunswick

Wednesday 8:30AM

Symposium: Teamworking and Well-Being: Empirical Evidence from Public and Private Sector Work Organizations
- 8:30-10:20 Sheraton Centre: Simcoe
Chair: Angela Joy Carter, U. of Sheffield, UK
Teamwork and Mental Health: A Multi-Sample and Multi-Level Study, Michael A. West, Aston U., Birmingham, England; Angela Joy Carter, U. of Sheffield, UK; Carol S. Borrell, Aston U., Birmingham, England; Malcolm Patterson, U. of Sheffield, UK
Group Processes and Individual Well-Being in a Production Company, Sabine Sonnentag, U. of Konstanz; Maria Dijstra, U. of Amsterdam; Arne Evers, U. of Amsterdam; Daan L. van Knippenberg, U. of Amsterdam; Annelies E. M. van Vianen, U. of Amsterdam
Team Viability, Group Processes and Well-Being in Secondary Healthcare Teams, Angela Joy Carter, U. of Sheffield, UK
Discussant: Michael A. West, Aston U., Birmingham, England

Paper Session: Diversity
- 8:30-10:20 Sheraton Centre: Dufferin
Chair: Caren Goldberg, George Washington U.
Ethnic Group Differences in Cognitive Ability in Employment and Educational Settings: A Meta-analysis, Philip L. Roth, Clemson U.; Craig A. BeVier, Clemson U.; Philip Bobko, Gettysburg College; Fred S. Switzer, Clemson U.; Peggy Tyler, Clemson U.
A Comparison of Behavioral and Legal Perspectives on Age-Related Differences in Training and Development Opportunities at Work, Todd J. Maurer, Georgia Institute of Technology; Nancy E. Rafuse, Paul, Hastings, Janofsky, and Walker, LLP
Integrating Research and Practice: Toward a Theory of Diversity Management, Dharm Prakash Sharma Bhawuk, U. of Hawaii, Manoa
Why are Women Paid Less, But Given Higher Raises?, Michael Harris, U. of Missouri, St. Louis; Brad Gilbreath, Indiana U./Purdue U., Fort Wayne; James Sunday, Westinghouse Electric Corporation, Retired
Discussant: David Kravitz, George Mason U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B111
199. ☯⌛SHCS: (OB, HR, CAR) Time Use, Flexibility, and Identity: Challenging Traditional Schedules and Career Structures in Organizations
   • 8:30-10:20 Sheraton Centre: Ballroom West

251. ☯⌛JS: (HR, OB, OD) Employment Relationships, Culture, and Work Modes Within the Strategic Human Resource Architecture
   • 8:30-10:20 Sheraton Centre: Civic Ballroom

255. ☯⌛JS: (GDO, HR, MC) Frisky Business: Issues and Consequences of Workplace Romance
   • 8:30-10:20 Royal York: Territories

290. SIT: Shared Cognition and Sensemaking
   • 8:30-10:20 Royal York: Saskatchewan

291. SIT: Interorganizational Networks
   • 8:30-10:20 Sheraton Centre: Windsor West

Wednesday 10:40AM

571. ☯Symposium: Work and Family in a New Age
   • 10:40-12:00 Sheraton Centre: Dufferin
   Chair: Shelley M. MacDermid, Purdue U.
   Organizer: Ellen Galinsky, Families and Work Institute; James T. Bond, Families and Work Institute


Strategic Investments in Family-friendly Work


Occupational Segregation and Gender Differences in Work-family Conflict, David J. Maume, Jr., Kunz Center for the Study of Work and Family; Paula Houston, Kunz Center for the Study of Work and Family

The Role of Organizational Size and Industry in Workers' Experiences, Shelley M. MacDermid, Purdue U.; Jodie Hertzog, Purdue U.; Katherine Kensing, Purdue U.; John L. Zipp, U. of Akron

Discussants: Ellen Ernst Kossek, Michigan State U.; Ellen Galinsky, Families and Work Institute

572. Paper Session: Selection - Interviews
   • 10:40-12:00 Sheraton Centre: Simcoe
   Chair: Robert Jones, Southwest Missouri State U.

Developing a Nomological Network for Interview Structure:
   Antecedents and Consequences of the Structured Selection Interview, Derek Chapman, U. of Waterloo

Effects of Procedural and Outcome Accountability on Interview Validity, Mary Brtek, Auburn U.; Montgomery; Stephan J. Motowidlo, U. of Florida

The Effects of Employment Equity Program and Interview Structure on Perceptions of Fairness and Perceived Qualifications of Aboriginal Job Applicants, Gerard H. Seijts, U. of Manitoba; Shannan E. Jackson, U. of Manitoba

Discussant: Arup Varma, Ihrir/Loyola U.

383. IP: Brain Drain, AIDS and Organizational Outcomes
   • 10:40-12:00 Royal York: Canadian 4
### International Management

**Program Chair:** Srilata Zaheer, U. of Minnesota

**Professional Development Workshop Chair:** Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

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<td><strong>1:00pm</strong> 574 Designing and Conducting Large Multi-Country Research Projects</td>
<td>78 SPDW: Successful Women Worldwide: A New Time for Understanding • SC:Conference Room G</td>
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<td>79 SPDW: Global Management and the Science of Time • Off: Ontario Science Centre</td>
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<td>80 SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td>4:00pm 575 Studying Recent Changes in the Japanese Business System • SC:Conference Room D</td>
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<td>101 SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<td>102 SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
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<td>1:00pm 572 Your Career as an IM Researcher • SC:Dominion Ballroom S</td>
<td>105 SPDW: Structural Equation Modeling in Cross-Cultural Research • SC:Elgin</td>
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<td>112 SPDW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<td>6:30pm 583 Professional Development Workshops Reception • SC:Dominion Ballroom S</td>
<td>115 SPDW: CMSW Reception and Roundtables • RY:Ballroom</td>
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<td><strong>8:00am</strong> 582 Doctoral Consortium-Sunday • SC:Conference Room G</td>
<td>118 SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
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<td>122 SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom</td>
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<td>123 SPDW: CMSW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
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<td>8:30am 585 Junior Faculty Consortium • SC:Conference Room F</td>
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<td>120 SPDW: How International Members Can Become Leaders in AoM • SC:Conference Room G</td>
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<td>10:30am 584 Richman Dissertation Award Finalists • SC:Dominion Ballroom N</td>
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<td>134 SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom</td>
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<td><strong>8:25am</strong> 586 Division Welcome • H:Carmichael, Jackson</td>
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<td>172 SHCS: Virtual Teams vs Traditional Teams • SC:Dominion Ballroom G</td>
<td>207 SIT: Diversity and Identity in Teams • SC:Windsor West</td>
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<td>8:50am 587 Distinguished Scholar Forum • H:Carmichael, Jackson</td>
<td>176 SHCS: Rigor and Relevance in Research • SC:Ballroom Centre</td>
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<td>9:00am 588 SHCS: Suppressing Business Bribery • SC:Ballroom East</td>
<td>177 SHCS: New Directions in International HRM • H:McDonald</td>
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<td><strong>11:00am</strong> 589 Revisiting Individualism and Collectivism • H:Lismer</td>
<td>214 SHCS: Role of Government • SC:Ballroom East</td>
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<td>588 Innovation in MNCs • H:Carmichael, Jackson</td>
<td>192 SHCS: The University in New Times • RY:Concert Hall</td>
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<td>3:00pm 585 Global Integration: Promise and Perception • H:Carmichael, Jackson</td>
<td>218 SHCS: Chinese Family Businesses • H:McDonald</td>
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<td>586 Culture Shock and All That • H:Lismer</td>
<td>301 IP: Japanese Firm Strategies • RY:Canadian 5</td>
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<td>2:30pm 584 Creating Value Through R&amp;D and Franchising • H:Carmichael, Jackson</td>
<td>302 IP: Expatriates and Locals • RY:Canadian 6</td>
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<td>583 The Institutional Story • H:Lismer</td>
<td>303 IP: Cooperative Arrangements • RY:Canadian 14</td>
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<td>311 IP: The Effect of HRM on MNCs • RY:Canadian 7</td>
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**Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
### Tuesday

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<th>Time</th>
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<tr>
<td>8:30am</td>
<td>573. Culture and the Psychological Contract • H.Lismer</td>
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<td>574. Foreignness as Asset and Liability • H.Carmichael, Jackson</td>
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<td>10:30am</td>
<td>575. Confucian Values and Organizational Behavior • H.Lismer</td>
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<td>576. Theme: Timing in Internationalization • H.Carmichael, Jackson</td>
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<td>577. Global Monoculture or Multiculture? • H.Lismer</td>
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<td>578. Alliance/JV Governance • H.Carmichael, Jackson</td>
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<td>579. CEOs, TMTs and International Performance • H.Lismer</td>
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<td>580. Multinationality and Performance • H.Carmichael, Jackson</td>
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<td>581. IM Business Meeting • H.Lismer</td>
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<td>582. Knowledge Search and Transfer • H.Carmichael, Jackson</td>
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<td>583. Entering Foreign Markets • H.Lismer</td>
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<td>584. Navel-gazing, Globalization and a New World Order? • H.Carmichael, Jackson</td>
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<td>585. Value Creation in JVs/Alliances • H.Lismer</td>
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<td>586. International Careers of Female Managers • H.Lismer</td>
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<td>587. Member Feedback and Reflection • H.Carmichael, Jackson</td>
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### Wednesday

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<td>8:30am</td>
<td>588. IM Division Social • H.Carmichael, Jackson</td>
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<td>589. Knowledge Search and Transfer • H.Carmichael, Jackson</td>
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<td>590. Entering Foreign Markets • H.Lismer</td>
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<td>591. Value Creation in JVs/Alliances • H.Lismer</td>
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<td>592. International Careers of Female Managers • H.Lismer</td>
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<td>593. Member Feedback and Reflection • H.Carmichael, Jackson</td>
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### Friday 1:00PM

574. Designing and Conducting Large Multi-Country Research Projects: Lessons from the GLOBE Research Program
- 1:00 - 5:00 Sheraton Centre: Conference Room E
  Organizer: Mansour Javidan, U. of Calgary
  Panel: Charles Altscha, U. de Buenos Aires; Felix C. Brodbeck, U. of Munich; Paul Hanges, U. of Maryland; Robert J. House, U. of Pennsylvania

78. ESPDW: Successful Women Worldwide: A New Time for Understanding
- 1:00 - 4:00 Sheraton Centre: Conference Room G

80. ESPDW: Chronos and Kairos: Global Management and the Science of Time
- 1:00 - 8:00 Off Site: Ontario Science Centre

81. SPDW: CMSW Doctoral Workshop
- 1:00 - 6:00 Sheraton Centre: Norfolk

### Friday 3:00PM

82. SPDW: CMSW Junior Faculty Workshop
- 3:00 - 6:00 Sheraton Centre: York

### Friday 4:00PM

575. Studying Recent Changes in the Japanese Business System: What Can We Learn for Theory?
- 4:00 - 6:00 Sheraton Centre: Conference Room D
  Organizer: Tom Roehl, Western Washington U.
  Panel: Christina L. Ahmadjian, Columbia U.; Michael Gerlach, U. of California, Berkeley; James R. Lincoln, U. of California, Berkeley

### Friday 6:00PM

85. SPDW: CMSW Reception for Arriving Critics
- 6:00 - 9:00 Sheraton Centre: Conference Room B&C

### Saturday 7:30AM

86. SPDW: CMSW Breakfast
- 7:30 - 8:00 Royal York: Ontario

### Saturday 8:00AM

89. SPDW: Social Networks Research
- 8:00 - 5:00 Sheraton Centre: York

90. SPDW: CMSW Plenary: What’s Critical about Critical Management Studies?
- 8:00 - 10:00 Royal York: Ontario

### Saturday 8:30AM

576. IMD Doctoral Consortium-Saturday
- 8:30 - 6:30 Sheraton Centre: Conference Room G
  By invitation only; Breakfast sponsored by NYU Stern School of Business.
  Organizer: Myles Shaver, New York U.

577. IMD Junior Faculty Consortium-Saturday
- 8:30 - 6:30 Sheraton Centre: Conference Room F
  Registration fee $30; By invitation only; Breakfast and refreshments provided.
  Organizer: Schon Beechler, Columbia U.
  Panel: Ben L. Kedia, U. of Memphis; Vladimir Pucik, IMD; Alan M. Rugman, U. of Oxford; Susan C. Schneider, U. of Geneva; Sully Taylor, Portland State U.; Mary Ann Von Glinow, Florida International U.; Sri lata Zaeher, U. of Minnesota

### Saturday 9:00AM

578. International Management Teaching Workshop
- 9:00 - 1:00 Sheraton Centre: Conference Room D
  Preregistration with Jeanne McNutt (jmcmnutt@assumption.edu) required. Lunch and refreshments sponsored by Blackwell Publishers.
Organizers: Jeanne McNett, Assumption College; Colette Frayne, California Polytechnic State U.
Panel: Allan Bird, California Polytechnic State U.; Mike Geringer, California Polytechnic State U.; Carol Harvey, Assumption College; Anne-Wil Harzing, U. of Bradford; Henry Lane, Northeastern U.; Martha L. Maznevski, U. of Virginia; Yim-Yu Wong, San Francisco State U.; Lena Zander, Stockholm School of Economics

Saturday 10:00AM

101. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
- 10:00- 1:00 Royal York: Ontario

102. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
- 10:00- 1:00 Royal York: Tudor 7

Saturday 1:00PM

579. Navigating Your Career as an International Management Researcher: Dilemmas, Trade-offs, and Strategies
- 1:00- 4:00 Sheraton Centre: Dominion Ballroom S
Organizer: Tailan Chi, U. of Illinois
Panel: Michael A. Hitt, Texas A&M U.; Stefanie A. Lenway, U. of Minnesota; Oded Shenkar, Ohio State U.; Tel-Aviv U.; Bernard Yeung, New York U.

580. Strategies For Publishing International Management Research in Mainstream vs. Specialized Journals
- 4:30- 6:30 Sheraton Centre: Dominion Ballroom N
Organizer: Rosalie L. Tung, Simon Fraser U.

Saturday 2:30PM

111. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
- 2:30- 5:30 Royal York: Ontario

112. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
- 2:30- 5:30 Royal York: Tudor 7

Saturday 4:30PM

581. IMD Professional Development Workshops
Reception
- 6:30- 8:00 Sheraton Centre: Dominion Ballroom S
New international members are invited; For IMD Junior Faculty/Doctoral Consortium, and PDW participants; Sponsored by Blackwell Publishers.
Organizer: Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign

Saturday 7:30PM

117. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
- 7:30- 8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
- 7:00- 8:00 Royal York: Ballroom

Sunday 8:00AM

582. IMD Doctoral Consortium-Sunday
- 8:00- 10:00 Sheraton Centre: Conference Room G
By invitation only; Breakfast sponsored by NYU Stern School of Business.
Organizer: Myles Shaver, New York U.

Sunday 8:30AM

583. IMD Junior Faculty Consortium-Sunday
- 8:30- 12:00 Sheraton Centre: Conference Room F
Registration fee $30; By invitation only; Breakfast and refreshments provided.
Organizer: Schon Beechler, Columbia U.
Panel: Ben L. Kedia, U. of Memphis; Vladimir Pucik, IMD; Alan M. Rugman, U. of Oxford; Susan C. Schneider, U. of Geneva; Sully Taylor, Portland State U.; Mary Ann Von Glinow, Florida International; Srilata Zaheer, U. of Minnesota

Sunday 10:00AM

130. SPDW:(IM, MED, CAR) How International Members Can Become Leaders in the Academy of Management
- 10:00- 12:00 Sheraton Centre: Conference Room G

Sunday 10:30AM

584. Barry M Richman Dissertation Award Finalists Presentations
- 10:30- 12:00 Sheraton Centre: Dominion Ballroom N
Chair: Stephen B. Tallman, U. of Utah
Organizer: Myles Shaver, New York U.
Presenters: Alvaro Cuervo, U. of Minnesota; Donald L. Ferrin, State U. of New York, Buffalo; Rachelle Sampson, New York U.
Global Culture as Competitive Advantage? Corporate Learning from Germany and Japan in Alabama and Austria, Gerhard Apfelthaler, FHS Kufstein-Tirol; Helen J. Muller, U. of New Mexico; Robert R. Rehder, U. of New Mexico


The Impact of Global Integration on MNE Performance: Evidence From Global Industries, Alfredo J. Mauri, Baruch College; Rakesh B. Sambharya, Rutgers U.; Camden

Discussant:

Chair:

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

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Paper Session: Culture Shock and All That: Expatriate Adjustment Challenges

- 2:30- 3:50 Hilton: Lismer

Chair: Jeanne McNiet, Assumption College

An Empirical Test of a Cross-Level Model of Multinational Strategic Posture and Expatriate Manager Adjustment. Jeffrey Shaw, U. of Montana

As Time Goes By: Does Previous International Experience Facilitate Expatriate Adjustment? Jan Selmer, Hong Kong Baptist U.

The Role of Expatriate Adjustment in Understanding International Assignments, Riki Takeuchi, U. of Maryland, College Park; Seokhwa Yun, U. of Maryland, College Park; Joyce E.A. Russell, U. of Maryland, College Park

Between Ethnocentrism and Assimilation: An Exploratory Study of the Challenges and Coping Strategies of Expatriate Managers, Günter Klaus Stahl, U. of Bayreuth

Published in Conference Proceedings

Discussant: Jane E. Salk, ESSEC, France

Financial Globalization and Social Structure: How Organizations Adapt to Socio-Political Changes

- 2:30- 3:50 Sheraton Centre: Ballroom East

How Can the Innovative Potential of Cultural Differences Be Realized? Perspectives Across Culture and Across Management Contexts

- 2:30- 3:50 Sheraton Centre: Ballroom Centre

International HR Strategies for Developing and Retaining Global Leaders

- 2:30- 3:50 Hilton: McDonald

SIT: Advancing Our Understanding of Culture: Mobility, Schemas and Similarity

- 2:30- 3:50 Royal York: Saskatchewan

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Paper Session: Creating Value Through International R&D and Franchising

- 4:10- 5:30 Hilton: Carmichael, Jackson

Chair: Anju Seth, U. of Illinois

R&D Internationalization, Structural Shift, and Organizational Tension: Evidence from the Perception Gap Analysis of the Japanese Multinationals, Kazuhiro Asakawa, Keio U.

The International R&D Location Choices of U.S. Multinationals, Susan Feinberg, U. of Maryland

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Paper Session: Creating Value Through International R&D and Franchising

- 8:50- 10:10 Hilton: Lismer

Chair: Mary Lippitt Nichols, U. of Minnesota

Cultural Variation in the Psychological Contract, David C. Thomas, Simon Fraser U.; Kevin Au, Chinese U. of Hong Kong

Published in Conference Proceedings
The Role of Procedural Justice, Perceived Organizational Support, and Individualism-Collectivism in Motivating Organizational Citizenship Behavior of Employees in the People’s Republic of China, Bradley L. Kirkman, U. of North Carolina, Greensboro; Kevin B. Lowe, U. of North Carolina, Greensboro; Danyang Peng, Wachovia Bank

An Examination of Procedural Justice Principles in China and the U.S., Jasmine Tata, Loyola U., Chicago; Ping Ping Fu, Chinese U. of Hong Kong; Rongxian Wu, Suzhou U., China

Strategic Decision-Making, Procedural Justice, and Team Commitment in International Joint Ventures: A Path Model Assessment of Relationships, James Patrick Johnson, Old Dominion U.

Discussant: Rabi S. Bhagat, U. of Memphis

Paper Session: Foreignness as Asset and Liability: The Challenges of Doing Business Abroad

- 595. Globalization of Domestic Firms in Emerging Market Economies: The Role That Foreign Ownership Plays, Pradeep Chhibber, U. of Michigan; Sumit Majumdar, Imperial College of Science, Technology and Medicine

Winner of IM Division Best Paper Award Published in Conference Proceedings

Discussant: Stewart Miller, Michigan State U.

Tuesday 10:30AM

Paper Session: Confucian Values and Organizational Behavior: Are China and Taiwan Any Different?

- 598. Employee Involvement Antecedents of Job Satisfaction, Employee Cooperation and Intention-to-Quit in U.S. Invested Enterprises in China, Dow Scott, Loyola U., Chicago; James W. Bishop, U. of Tampa; Xiangming Chen, U. of Illinois, Chicago
- 599. Employee Reactions to Supervisory Directions in Four Types of Firms in Taiwan: The Effects of Company Policies, Peer Consensus and Independent Assessment, Nai-Lin Bu, Queen's U.; T.K. Peng, I-Shou U.; Timothy J. Craig, U. of Victoria
- 600. The Influence of Power Distance on the Relationship between Participation and Attitudinal and Performance Outcomes in the People’s Republic of China, Anne Marie Francisco, Hong Kong Baptist U.; Zhen Xiong Chen, Hong Kong Baptist U.
- 601. The Influence of Confucian Ideology on Conflict Management, Jun Yan, Texas Tech U.; Ritch L. Sorenson, Texas Tech U.

Discussant: Diane Liang Rulke, U. of London

Tuesday 2:00PM

Symposium: Global Monoculture or Multiculture? Will the Next Century Bring Standards or Variation in Organizational Practice?

- 599. The Determinants of Timing in Sequential Entry Decisions: An Exploratory Analysis, Viba Gaba, U. of Oregon; Michael V. Russo, U. of Oregon; Gerardo Rivera Ungson, U. of Oregon

Discussant: Alvaro Cuervo, U. of Minnesota

Paper Session: Running the Show: The Whys and Wherefores of Alliance Governance

- 601. Which Alliance Organizational Form is Best? An Empirical Study of the Acquisition of Technology By U.S. Firms From Foreign Partners, Farok Contractor, Rutgers U.; Wonchan Ra, Korea Institute for Industrial Economics
- 602. The Impacts of Alliance Purpose and Partner Similarity on Alliance Governance, Nitin Pangarkar, National U. of Singapore; Saul Klein, U. of Witwatersrand
- 603. Knowledge Search and Governance Choice in International Joint Ventures, Jiatao Li, Hong Kong U. of Science and Technology
- 604. The Governance Structure of IJVs: A Comparison of Knowledge-Intensive Industry and Manufacturing and Service IJVs, Louis Hebert, U. of Western Ontario; Cyril D. Bouquet, U. of Western Ontario

Discussant: Ruth Aguilera, U. of Illinois, Urbana-Champaign

Tuesday 3:40PM

Paper Session: Role Plays: CEOs, TMTs and International Performance

- 603. Pace, Rhythm, and Scope: Path Dependencies in Benefiting From Internationalization, Freek Vermeulen, Tilburg U.; Harry G. Barkema, Tilburg U.
- 605. Competitive Reaction, Imitation and Bunching in Foreign Entry Decisions, Shige Makino, Chinese U. of Hong Kong; Andrew Delios, Hong Kong U. of Science and Technology

Published in Conference Proceedings

Discussant: Diane Liang Rulke, U. of London
Macro and Micro Approaches

Discussant:

Multinational Corporations

Chair:

Delicious snacks and great conversation!

Division Finances

Reviewer Awards; AICM-IMD Distinguished Scholar Award; Review of Barry Richman Dissertation Award; Best Paper Award; Distinguished

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

600. Paper Session: Multinationality and Performance

Chair: Sumit Kundu, Saint Louis U.


248. JS:(GDO, IM, OB) Multicultural Teams within Multinational Corporations

Chair:

Tuesday 5:30PM

601. Meeting: IM Business Meeting

Chair: Douglas Nigh, U. of South Carolina

Barry Richman Dissertation Award: Best Paper Award: Distinguished Reviewer Awards; AICM-IMD Distinguished Scholar Award; Review of Division Finances

Chair: Stephen B. Tallman, U. of Utah; Srilata Zaheer, U. of Minnesota; Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign; Farok Contractor, Rutgers U.

Tuesday 6:30PM

602. IM Division Social

Chair: Srilata Zaheer, U. of Minnesota

603. Paper Session: Knowledge Search and Transfer: Macro and Micro Approaches

Chair: Charles-Henri Besseyre des Horts, HEC, France

Wednesday 8:50AM


Chair: David Shaw, U. of Macau


U.S. Firms’ Entry into the European Telecommunications Market: A Question of Modality Choice, Cliff Wymb, Baruch College

Why MNCs Enter Central and Eastern Europe: Strategic Motivation and Entry Mode Choice, Keith D. Brouthers, U. of East London; Lance E. Brouthers, U. of Texas, San Antonio; George Nakos. Clayton College and State U.

Internationalization Revisited: The ‘Big Step’ Hypotheses, Torben Pedersen, U. of Copenhagen; Myles Shaver, New York U.

Discussion: David M. Berg, U. of Texas, Dallas


• 8:50- 10:20 Sheraton Centre: Dominion Ballroom N

Wednesday 10:30AM

605. Paper Session: Navel-Gazing, Globalization and a New World Order?

Chair: Bernard Wolf, York U.

In Search of Understanding: Contrasting Views on the Domain of International Management, Zaida L. Martinez, St. Mary's; Brian Toyne, Saint Mary’s U.

Global Competition, Institutions, and Organizational Change: The International Diffusion of the ISO 9000 Quality Standards, Mauro F. Guihen, U. of Pennsylvania; Isin Guler, U. of Pennsylvania

When Muhammed Goes to the Mountain: Globalization, Cathedrals of Modernity, and a New World Order, Udo Zander, Stockholm School of Economics


Discussion: Nitin Nohria, Harvard U.

606. Paper Session: Control and Value Creation in Joint Ventures and Alliances

Chair:

International Knowledge Transfer: Firms’ Responses to Government Policy Liberalizations, Stanley D. Nollen, Georgetown U.; Thomas L. Brewer, U. of Copenhagen

Knowledge Search and Knowledge Acceptance: Often Overlooked Preludes to Successful Knowledge Transfer, James Nebus, U. of South Carolina

Shukko (Employee Transfers) and Tacit Knowledge Exchange in Japanese Supply Networks: The Electronics Industry Case, James R. Lincoln, U. of California, Berkeley; Christina L. Ahmadjian, Columbia U.

Published in Conference Proceedings

Trust, Organizational Controls, Knowledge Acquisition from the Foreign Parents, and Performance in Vietnamese IJV’s, Marjorie A. Lyles, Indiana U.; Jeffrey Q. Barden, Duke U.

Discussion: Fernando Oliviera, U. of Western Ontario
The Determinants of Value Creation for Partner Firms in the Global Alliance Context, Jong-Hun Park, City U. of Hong Kong; Kwangsoo Kim, City U. of Hong Kong

Contingent Ownership and Control in International Joint Ventures, Jeffrey J. Reuer, INSEAD

Partners' Credible Threat in the International Joint Venture Game -- A Game Theoretic Approach to the Control-Performance Relationship, Yan Zhang, U. of Southern California; Haiyang Li, Lingnan U.

Failure of Cooperation: A Socio-Political Perspective of International Joint Ventures, Soo Min Toh, Texas A&M U.; Yangmin Kim, Texas A&M U.

Discussant: Carlos Garcia-Pont, IESE, U. of Navarra, Spain.

### Wednesday 10:40AM

#### 201. 🔄 SHCS:(IM, GDO, OB) Managing Multicultural Organizations: A Meeting of the Minds
- 10:40- 12:00 Sheraton Centre: Ballroom Centre

#### 259. 🔄 JS:(IM, OMT) Applying Institutional Theory in International Contexts
- 10:40- 12:00 Sheraton Centre: Dominion Ballroom N

### Wednesday 12:10PM

#### 607. 🔄 Symposium: Untapped Global Leadership: International Careers of Female Managers
- 12:10- 1:30 Hilton: Lismer
  Chair: Yongsun Paik, Loyola Marymount U.


Women as Global Leaders: The Role of Leader-Member Exchange, Linda K. Stroh, Loyola U., Chicago; Arup Varma, IHRIR/Loyola U.

Female Expatriates: The Model Global Manager?, Rosalie L. Tung, Simon Fraser U.


### Wednesday 12:20PM

- 12:20- 2:10 Sheraton Centre: Dominion Ballroom N

### Wednesday 1:30PM

#### 608. 🔄 Meeting: IM Member Feedback and Reflection
- 1:30 - 2:10 Hilton: Carmichael, Jackson

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: Douglas Nigh, U. of South Carolina
Facilitators: Farok Contractor, Rutgers U.; Srilata Zaheer, U. of Minnesota; Joseph L. C. Cheng, U. of Illinois, Urbana-Champaign
# Management Consulting

**Program Chair:** William Vroman, U. of Baltimore/Strategic Planning, Inc.

**Professional Development Workshop Chair:** Kurt Motamedi, Pepperdine U.

<table>
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<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>1:00pm</td>
<td>Essentials of Effective Consulting • SC:Kent</td>
<td>1.00 SPDW: Wkshp: Studnt Consult Projects • SC:Kent</td>
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<td>8:00am</td>
<td>Advanced Consulting Competencies • SC:Conference Room B</td>
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<td>8:00am</td>
<td>Michael Beer-- Consulting to Build Organization Fitness • RY:Concert Hall</td>
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<td>8:30am</td>
<td>Academic Consulting- Complementary or Contradictory? • RY:Nova Scotia</td>
<td>250 JS: Emotional Intelligence • RY:Territories</td>
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<tr>
<td>12:20pm</td>
<td>The Age of Consulting • RY:Nova Scotia</td>
<td>251 JS: Whole Systems Change • RY:Territories</td>
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<td>Mastering the Digital Marketplace- Distinguished Speaker • RY:Nova Scotia</td>
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<td>Management Consulting Division Business Meeting • RY:Nova Scotia</td>
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<td>6:30pm</td>
<td>MC Social Hour • RY:Nova Scotia</td>
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<td>MC's Member and Friends Dinner • RY:Nova Scotia</td>
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<td>8:30am</td>
<td>Knowledge Management and Effective Consulting • RY:Nova Scotia</td>
<td>250 SPDW: Consulting Effectiveness • RY:Canadian 12</td>
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<td>2:00pm</td>
<td>Consulting and Professional Service Firms • RY:Nova Scotia</td>
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<td>3:40pm</td>
<td>Consulting in Internet Time • RY:Nova Scotia</td>
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### Friday 1:00PM

- **Start Time:** 1:00-10:00 Sheraton Centre: Kent
- **Pre-registration:** $50 (fee) to: Marjorie.Walsleben@pepperdine.edu -- Check www.uwf.edu/mcd/Welcome: Jeff Kerr, U. of Miami
- **Organizer:** Rickie Moore, E.M. Lyon/ISEOR
- **Coordinator:** Suzanne Geigle, PricewaterhouseCoopers
- **Facilitator:** Tracey Roll, Experian
- **Introduction:** Kurt Motamedi, Pepperdine U.
- **Presenters:** Terry Armstrong, Emerson College; Richard Dunford, Macquarie U.; Suzanne Geigle, PricewaterhouseCoopers; Jeannie Innis, Litton-PRC; Geraldine A. Kisel, AK Research and Training, Inc.; Tom Olson, U. of Southern California; Diana Page, Page Consulting
- **Discussant:** Joseph W. Weiss, Bentley College

### Saturday 8:00AM

#### 610. High Impact Consulting in a New Time (PDW-II) - Advanced and Emerging Consulting Competencies
- **Start Time:** 8:00-6:00 Sheraton Centre: Conference Room B
- **Pre-registration:** $65 (fee) to: Marjorie.Walsleben@pepperdine.edu -- Check www.uwf.edu/mcd/Welcome: Jeff Kerr, U. of Miami
- **Organizer:** Rickie Moore, E.M. Lyon/ISEOR
- **Facilitator:** Alyson Parham, Partec Enterprise
- **Introduction:** Kurt Motamedi, Pepperdine U.
- **Presenters:** Marc Bonnet, E.M. Lyon/ISEOR; André L. Belbecq, Santa Clara U.; Robert T. Golembiewski, U. of Georgia; Tom House, U. of Southern California; Ravi Kumar, U. of Southern California; Rickie Moore, E.M. Lyon/ISEOR; Kurt Motamedi, Pepperdine U.; Tom Olson, U. of Southern California; Georges Trepo, HEC, France; Jim Warren, Center for Collaborative Management
- **Discussant:** Joseph W. Weiss, Bentley College

### Saturday 1:00PM

#### 108. SPDW: (MED, MC) Workshop on Student Consulting Projects
- **Start Time:** 1:00-4:00 Sheraton Centre: Kent

### Sunday 8:00AM

#### 611. High Impact Consulting in a New Time (PDW-III) - Michael Beer on Consulting to Build Organization Fitness
- **Start Time:** 8:00-12:00 Royal York: Concert Hall
- **Pre-registration:** $65 (fee) to: Marjorie.Walsleben@pepperdine.edu
- **Introduction:** Kurt Motamedi, Pepperdine U.
- **Keynote Speaker:** Michael Beer, Harvard U.

### Monday 8:30AM

#### 612. Symposium: Management Academics and Consulting: Complementary or Contradictory?
- **Start Time:** 8:30-10:20 Royal York: Nova Scotia
- **Welcome:** Jeff Kerr, U. of Miami
- **Moderator:** William B. Werther, Jr., U. of Miami
- **Presenters:** Robert T. Golembiewski, U. of Georgia; Larry Greiner, U. of Southern California; Robert Jenefsky, Ecole Hoteliere de Lausanne, Switzerland; Ken Weidner, Saint Joseph's U.

### Monday 12:20PM

#### 613. Paper Session: The Age of Consulting-Consulting's Role in the Development of Modern Enterprise
- **Start Time:** 12:20-2:10 Royal York: Nova Scotia
- **Chair:** James J. Carroll, Georgian Court College

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**Floor Plans:**
- Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

**B121**
Emotional Intelligence at Work: Does it Make a Difference?

Monday 2:30PM

Whole Systems Change: How Far Can We Go?

Monday 4:10PM

Management Consulting Division Business Meeting

Monday 5:30PM

Management Consulting Division Social Hour

Monday 6:30PM

Management Consulting Friends and Members Dinner

Monday 7:30PM

Paper Session: Knowledge Management- A Key Attribute of Successful Consulting Organizations

Tuesday 8:30AM

Knowledge Arbitrage by Management Consulting Firms, Matthew Semadeni, Texas A&M U.

Winner of the Bentley College/Copenhagen Business School Best Student Paper Award

Published in Conference Proceedings

A Knowledge-Based Perspective on Employment Externalization: Effects of Personal Interaction and Knowledge Complexity on the Outcome of a Knowledge Transfer Process. Heige Dahl-Joergensen, U. of Queensland, Australia; Elizabeth George, U. of Queensland, Australia

Key Challenges in the Search for the Effective Management of Knowledge in Management Consulting Firms. Richard Dunford, Macquarie U.

Published in Conference Proceedings

Discussion: David Jamieson, Pepperdine U.; Jim Warren, Center for Collaborative Management

Tuesday 10:30AM

5:30 IP: Reengineering, Change and Consulting Effectiveness

• 10:30-11:50 Royal York: Canadian 12

Tuesday 2:00PM

Paper Session: Professional Services and Networks-- Managing Consulting Firms

• 2:00-3:20 Royal York: Nova Scotia

Chair: Anthony F. Buono, Bentley College

Relational Expertise and Professional Service Delivery, Kate Walsh, Boston College

Winner of the Bentley College/Copenhagen Business School Best Student Paper Award

The Anatomy of Network Building in Management Consulting Firms, Kari Lilja, Helsinki School of Economics; Flemming Poulsen, U. of Copenhagen

"It's What You Know and Who You Know": The Importance of Technical Skills and Connections in Making Promotion Decisions within Professional Service Firms, Cheryl C. McLean, U. of Massachusetts, Amherst

Winner of the Bentley College/Copenhagen Business School Best Paper Award

Managerial Challenges of Five Management Consulting Firms Operating in Norway, Carsten Syvertsen, Lillehammer College; Joaquim Vilà, IESE, U. of Navarra, Spain.

Discussions: Georges Trepo, HEC, France; Richard Dunford, Macquarie U.

Tuesday 3:40PM

Theme: The New Rules--Consulting in Internet Time

• 3:40-5:20 Royal York: Nova Scotia

Panel captures dynamics of consulting in 21st Century.

Panel: William Vroman, U. of Baltimore/Strategic Planning, Inc.; Jeff Kerr, U. of Miami; Anthony F. Buono, Bentley College; Kurt Motamedi, Pepperdine U.

Wednesday 8:30AM


• 8:30-10:20 Royal York: Concert Hall

Frisky Business: Issues and Consequences of Workplace Romance

• 8:30-10:20 Royal York: Territories

• 8:30-10:20 Royal York: Canadian 10
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<td>MED/OBTS Management 101: Bucknell's Course  • SC/Windsor West</td>
<td>76 SPDW: Service-Learning Community Service Project  • Off: Toronto Covenant House</td>
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<td>Classroom Defensiveness as a Vaccine  • SC/Windsor East</td>
<td>31 SPDW: CMSW Doctoral Workshop  • SC/Norfolk</td>
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<td>Overcoming Barriers to Spirituality  • SC/Windsor West</td>
<td>72 SPDW: CMSW Junior Faculty Workshop  • SC/York</td>
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<td>92 SPDW: CMSW Reception for Arriving Critters  • SC/Conference Room B&amp;G</td>
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<td>2000 MED Doctoral Consortium  • SC/Conference Room B</td>
<td>11 SPDW: Statistical Software for Data Analysis  • H:Varley</td>
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<td>MED/OBTS Teaching in a New Time  • SC/Dominion Ballroom S</td>
<td>12 SPDW: CMSW: Critical Research in the Management Journals  • Ry:Ballroom</td>
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<td>13 SPDW: CMSW: Gender, Work, and Employment in Academia  • Ry:British Columbia</td>
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<td>Cognitive Models for Assessing Learning • RY:British Columbia</td>
<td>Royal York: Ontario</td>
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<td>SPDW:(SIM, ONE, MED, PNP) Service-Learning Community Service Project</td>
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<td>The Accreditation Process • RY:British Columbia</td>
<td>Sheraton Centre: Windsor East</td>
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<td>Leadership: A Fresh Look • RY:Nova Scotia</td>
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<td>The Ohio Model for Problem-Based Learning • RY:British Columbia</td>
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<td>Overcoming Barriers to Teaching Spirituality in a Business Classroom: A Soulful Strategy</td>
<td>Sheraton Centre: Windsor East</td>
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<td>2:00</td>
<td>Service-Learning Community Service Project</td>
<td>Sheraton Centre: Dufferin</td>
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<td>3:00</td>
<td>Learning</td>
<td>Sheraton Centre: Norfolk</td>
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<tr>
<td>4:00</td>
<td>Teaching Strategic Management • RY:British Columbia</td>
<td>Sheraton Centre: Dufferin</td>
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<td>5:00</td>
<td>Boundaries in Teaching OB: Employing Technology to Change the Ways Students and Professors Use and Experience Technology</td>
<td>Sheraton Centre: Norfolk</td>
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<td>6:00</td>
<td>Vehicles for Breaking Through Time Constraints: The Power of Dialogue</td>
<td>Sheraton Centre: York</td>
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<td>7:00</td>
<td>12:20pm Time to Think Out of the Box? • RY:British Columbia</td>
<td>Sheraton Centre: Dufferin</td>
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<td>8:00</td>
<td>Leaders: A Fresh Look</td>
<td>Sheraton Centre: Dufferin</td>
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<td>9:00</td>
<td>CMP - New Doctoral Students Consortium</td>
<td>Sheraton Centre: Royal York: Ontario</td>
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<td>10:00</td>
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<td>11:00</td>
<td>CMP - New Doctoral Students Consortium</td>
<td>Sheraton Centre: Royal York: Ontario</td>
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</table>

**Legend:** ☞ theme, ☞ teaching, ☞ management practice, ☞ international, Other abbreviations p. A38 - 39
625. Bringing Diversity into 'Classroom' 2000: Tense Past, Present and Future
   • 9:00-10:30 Sheraton Centre: Kent
   Organizers: Anna M. Lorbiecki, Lancaster U.; Bogdan Costea, Lancaster U.
   Facilitator: Bogdan Costea, Lancaster U.
   Presenter: Anna M. Lorbiecki, Lancaster U.

Saturday 9:30AM

99. SPDW: (MED, ODC, ONE, SIM) Hands-on Practice in Stakeholder Learning Dialogs
   • 9:30-12:00 Sheraton Centre: Norfolk

Saturday 10:00AM

101. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
   • 10:00-1:00 Royal York: Ontario

102. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   • 10:00-1:00 Royal York: Tudor 7

Saturday 11:00AM

626. Mindsets for the World: Experiments in Globalization and Localization in Management Education
   • 11:00-12:30 Sheraton Centre: Dominion Ballroom N
   Pre-registration by 1st July 2000. Maximum number of participants 48.
   Please contact Jonathan Gosling - gosling@embanet.com
   Organizer: Jonathan Gosling, Lancaster U.
   Panel: Nancy Badore, Consultant; Mark Hamlin, Organisation Resource Ltd; Danica Purg, International Development Centre Slovenia; Purohit Thurinrayana, Indian Institute of Management, Bangalore, India; Gian Kan, Cambridge U.; David Ashton, Lancaster U.; Peter Hawtin, BAE Systems; David Nuttall, BAE Systems

627. Meeting the Challenges of the New Times: Critical Approaches for Teaching Strategy and Management
   • 11:00-12:30 Sheraton Centre: Simcoe
   Organizers: Pushkala Prasad, Lund U.; Anshuman Prasad, U. of New Haven

Sunday 1:00PM

103. SPDW: (MOC, MED) Teaching Managerial and Organizational Cognition: Exploring Successful Strategies
   • 1:00-4:00 Royal York: York

104. SPDW: (ODC, MED) Problem-Based Learning: Varieties of Experience in Business Schools
   • 1:00-5:00 Royal York: Salon A

107. SPDW: (BPS, MED) Case Critique Colloquium
   • 1:00-5:00 Sheraton Centre: Norfolk

108. SPDW: (MED, MC) Workshop on Student Consulting Projects
   • 1:00-4:00 Sheraton Centre: Kent

Saturday 1:30PM

   • 1:30-3:00 Sheraton Centre: Dufferin
   Pre-registration required. Please contact Stephen Fox - s.fox@lancaster.ac.uk or Michael Reynolds - m.reynolds@lancaster.ac.uk.
   Organizer: Stephen Fox, Lancaster U.; Michael Reynolds, Lancaster U.
   Presenters: Rosemary Hartigan, The McGregor School of Antioch U.; Nick Nissley, Antioch U.; D. Christopher Kayes, Case Western Reserve U./Butler U.; William E. Deal, Case Western Reserve U.

Saturday 2:00PM

110. SPDW: (PNP, CAR, HCM, MED) Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue
   • 2:00-5:00 Royal York: British Columbia

Saturday 2:30PM

111. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
   • 2:30-5:30 Royal York: Ontario

112. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   • 2:30-5:30 Royal York: Tudor 7

Saturday 3:30PM

630. Critical Management Pedagogy: Developing Critical Pedagogies
   • 3:30-5:00 Sheraton Centre: Conference Room E
   Pre-registration required. Please contact Stephen Fox - s.fox@lancaster.ac.uk or Michael Reynolds - m.reynolds@lancaster.ac.uk
   Organizer: Stephen Fox, Lancaster U.; Michael Reynolds, Lancaster U.
   Presenters: Alessia Contu, U. of Manchester; Hugh Willmott, U. of Manchester; Ann L. Cunliffe, U. of New Hampshire; Brad Jackson, Victoria U. of Wellington, New Zealand

631. Management Education at the Movies: Using Film for Teaching and Learning
   • 3:30-5:00 Sheraton Centre: Simcoe
   Pre-registration is optional. However, attendees who wish their own material to be considered for inclusion in the workshop must pre-register. Contact Irena Grugulis - Irena.Grugulis@umist.ac.uk
   Organizers: Irena Grugulis, U. of Manchester; John Stewart Hassard, U. of Manchester; Joseph Edward Champoux, U. of New Mexico
   Presenters: Irena Grugulis, U. of Manchester; John Stewart Hassard, U. of Manchester; Joseph Edward Champoux, U. of New Mexico

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
640. ❤️❤️❤️Outside of Time: Making a Management Class into a Virtual Community

Chair: Charles B. Wankel, Saint John's U.
Organizer: Sibel Yamak, Galatasaray U.
Presenters: Ahmet Acar, Middle East Technical U.; Selami Ali Sargut, Baskent U.
Moderator: Michael Wolfe, College of Staten Island

10:30-12:00 Sheraton Centre: Conference Room D

134. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."

• 10:30-12:00 Royal York: Ballroom

Monday 8:00AM

641. MED Division Welcome with Coffee and Bagels

Chair: Robert DeFillippi, Suffolk U.
Program Chair: Robert DeFillippi, Suffolk U.

• 8:00-8:30 Royal York: British Columbia

Monday 8:30AM

642. Symposium: Management Education in Turkey: A Historical and Institutional Perspective

Chair: Behlul Usdiken, Sabanci U.
Moderator: Selami Ali Sargut, Baskent U.

The Ibadism of Management Education in Turkey: A Historical Perspective

Institutional Frames of Management Education in Turkey: A Diverse Past and a Converging Present

Growing Challenge for Management Education in Turkey: Will Adaptation of the Western Education Models Be Enough?

Discussant: Nakiye Boyacioguller, San Jose State U.

174. ❤️❤️❤️SHCS:(MED, MOC) Kairos in Management Education: An Opportunity to Reassess the Ideology of Consequentialist Justifications of Learning

Chair: Douglas N. Ross, Towson U.
Organizer: Paul Shrivastava, Bucknell U.; Michael Wolfe, College of Staten Island

• 8:30-10:20 Royal York: Quebec

Monday 10:40AM

643. Paper Session: Learning as a Developmental Process

Chair: Andrew Bottoms, U. of Melbourne
Organizer: Richard E. Boyatzis, Case Western Reserve U.; Charalampos Mainemelis, Case Western Reserve U.

The Development and Validation of a Measure of Stages of Learning Motivation in an Educational Environment

An Empirical Study of the Pluralism of Learning and Adaptive Styles in an MBA Program

Collective Learning: A Longitudinal Study of a Management Cohort

Discussants: Lisa A. Horvath, George Washington U.

644. ❤️❤️❤️Paper Session: A New Time for Distance Learning: New Media, New Students, New Content

Chair: Daniel M. Eveleth, U. of Idaho
Organizer: Richard E. Boyatzis, Oregon State U.; Erik Larson, Oregon State U.

Do Web-Based Courses and Projects Enhance the Learning Environment?

Student Personality Types and Predispositions Towards Distance Education

The Effects of "Virtual" Immersion, Instructor Experience, and Media Richness On Student Learning and Satisfaction

Technology: The Role of Technology Self-Efficacy, Attitudes, Reliability, Use and Distance in a Global Multimedia Distance Learning Classroom

The New Leadership Career as Vocation or Calling: A Conversation between Management and Spirituality

Three Types of Media for Conducting Peer Reviews of Students' Works

Global Virtual Teaming: Lessons on Building Virtual Relationships from 2100 Students in 11 Countries

Read no Evil, Hear no Evil, See no Evil: A Comparison of Three Media for Conducting Peer Reviews of Students' Works

• 10:40-12:00 Royal York: British Columbia

Monday 12:20PM

645. Luncheon of Past MED Division Chairs

Chair: Daniel M. Eveleth, U. of Idaho
Organizer: Robert DeFillippi, Suffolk U.


Chair: Paul Shrivastava, Bucknell U.; Michael Wolfe, College of Staten Island

Organizer: Diana Bilimoria, Case Western Reserve U.

• 12:20-2:30 Royal York: Tudor 9

Monday 2:30PM

646. ❤️❤️❤️Symposium: We’re Not Just Talking About It—We’re Doing It: A Multi-Media Presentation of Employing Technology to Facilitate Learning and Thinking Critically about Global Business

Chair: Diana Bilimoria, Case Western Reserve U.
Organizer: Joseph E. Garcia, Western Washington U.; Paul Shrivastava, Bucknell U.

Website Creation: Integrating Information Technology Skills into the International Management Curriculum

Read no Evil, Hear no Evil, See no Evil: A Comparison of Three Types of Media for Conducting Peer Reviews of Students' Works

Global Virtual Teaming: Lessons on Building Virtual Relationships from 2100 Students in 11 Countries

Discussants: Joseph E. Garcia, Western Washington U.; Paul Shrivastava, Bucknell U.

• 2:30-4:00 Royal York: Canadian 1

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Monday 4:10PM

647. Symposium: Library Time: Information Literacy in Management Education
- 4:10 - 5:20 Royal York: British Columbia
Organizer: Razelle Frankl, Rowan U.
Presenters: Judi S. Strauss, Benedictine U.; Razelle Frankl, Rowan U.

Tuesday 8:30AM

648. Paper Session: Cognitive Models for Assessing Learning
- 8:30 - 10:10 Royal York: British Columbia
Chair: Martina Merkle, DiAx
Winner of MED Division Best Paper in Management Education Published in Conference Proceedings
Discussants: Dina Mansour-Cole, Indiana U./Purdue U., Fort Wayne; Regina A. Greenwood, Kettering U.

Tuesday 10:30AM

649. Paper Session: Outcomes Assessment Tools and Applications to Management Education
- 10:30 - 11:50 Royal York: British Columbia
Chair: Kathleen Powers, Williamette U.
A CD/Web-Based Team Project for Undergraduate Business Ethics Students. Martin Calkins, Santa Clara U.; David Armstrong, Santa Clara U.
A Critical Incidents Approach To Outcomes Assessment. Peter Bycio, Xavier U.; Joyce S. Allen, Xavier U.
Student Conceptions of Justice in the Classroom: Are Grades All That Matter? Robert L. Holbrook, U. of Central Arkansas
Discussants: Diane Parente, Pennsylvania State U., Erie; C. Gopinath, Suffolk U.

236. JS:(MED, PNP, SIM) Theoretical Foundations of Civic Engagement and Service-Learning
- 10:30 - 11:50 Hilton: McDonald Winner of MED Division Best Symposium in Management Education and Development

345. IP: Management Development and Curriculum Innovations
- 10:30 - 11:50 Royal York: Canadian 6

Tuesday 2:00PM

650. Paper Session: Multiple Perspectives on Learning in Management Education
- 2:00 - 3:20 Royal York: British Columbia
Chair: Tarek Abdel Kader Hatem, American U., Cairo

Applied Research in Management: Criteria for Management Educators and for Practitioner-Scholars. John D. Aram, Case Western Reserve U.; Paul Salipante, Case Western Reserve U.
Joining, Dwelling, Leaving: Reflections on a Manager’s Learning. Paul Tosey, U. of Surrey
Discussants: Katherine Karl, Indiana U., South; Thomas Bryant, Rutgers U.

Tuesday 3:40PM

651. Symposium: A New Time, A New Millennium, A Creative Pedagogical Style of Management Education: The Ohio Model for Integrated, Problem-Based Learning
- 3:40 - 5:20 Royal York: British Columbia
Organizer: Mary L. Tucker, Ohio U.
Chair: Anne M. McCarthy, Colorado State U.
An Integrative, Action Learning Undergraduate Business Core Curriculum. Valerie S. Perotti, Ohio U.
Ohio University Full-Time MBA Program: An Integrated Project Based Action Learning Program. Hugh D. Sherman, Ohio U.

Tuesday 5:30PM

652. Meeting: MED Business Meeting
- 5:30 - 7:00 Royal York: British Columbia
Division Chair: Charles B. Wankel, Saint John's U.

Tuesday 7:00PM

653. MED Social
- 7:00 - 9:00 Royal York: British Columbia
Division Chair: Charles B. Wankel, Saint John's U.

Wednesday 7:00AM

654. MED Executive Committee Breakfast
- 7:00 - 8:20 Royal York: Nova Scotia
Organizer: Robert DeFillippi, Suffolk U.

Wednesday 8:30AM

655. Paper Session: Leadership: A Fresh Look
- 8:30 - 10:20 Royal York: British Columbia
Chair: Jeffrey Kennedy, Lincoln U.
Management Education and Development

Through the Looking Glass: Framing the Executive Development Agenda for the Future, John F. McCarthy, Boston U.

Addressing Time-Based Breakdowns in Leadership, Randall G. Sleeth, Virginia Commonwealth U.; Edward D. Showalter, North Carolina Wesleyan College

Discussants: John Voyer, U. of Southern Maine; Barry Armandi, State U. of New York, Old Westbury

SIT: Promoting Women

Wednesday 10:40AM


- 10:40-12:00 Royal York: British Columbia

Chair: Deborah Erdos Knapp, Cleveland State U.

The Double-Edged Sword of Legitimacy and the Internationalization of the AACSB-IAME, Michael Carney, Concordia U.; Jean McGuire, Concordia U.

Institutional Quality and Accreditation Status: An Empirical Examination, Deborah Erdos Knapp, Cleveland State U.; Kenneth J. Dunegan, Cleveland State U.; David T. Meeting, Cleveland State U.

AACSB Reaccreditation: A Springboard for Course Revision and How Course Revision Can Help You Get Accredited, Derrick E. D'Souza, U. of North Texas; Grant E. Miles, U. of North Texas

Improving Assessment Effectiveness Through Stakeholder Involvement, Rebecca A. Thacker, Ohio U.

Discussant: George E. Stevens, Kent State U.

Wednesday 2:30PM

656. Symposium: "Time to Think Out of the Box?" - Innovative Development Efforts in Scandinavian Management Education and Development

- 2:30-5:20 Royal York: British Columbia

Chair: Paer Martensson, Stockholm School of Economics

A Radical Change in a Traditional Environment: Redesigning a Basic Course in Accounting and Managerial Finance, Magnus Bild, Stockholm School of Economics

Pedagogical Development Through Analysis and Critical Thinking in a First-Year Course in Organization and Leadership, Ken Friedman, Norwegian School of Management

Innovation in Management Development: The Transcendental Meditation Program in a Swedish Top Management Team, Jane Schmidt-Wilk, Maharishi U. of Management

Theory and Practice Hand in Hand: Teaching Change Management to Executive MBAs, Paer Martensson, Stockholm School of Economics

Wednesday 12:20PM

657. Symposium: New and Winning Conceptual Approaches to Teaching Strategic Management

- 12:20-2:10 Royal York: British Columbia

Chair: John L. Naman, U. of Pittsburgh


Instruction vs. Debate: Using a Dialectical Approach to Teaching Strategic Management, Ron Meyer, Erasmus U.

Strategic Management as the Management of Strategy Tensions: Using Paradoxes to Teach Strategy, Bob de Wit, Maastricht U.

Enhancing Strategic Management Learning Using Experiential Approaches: Externalizing Tacit Knowledge, Parshotam Dass, U. of Manitoba

Discussant: Anne D. Smith, U. of New Mexico

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounded Area: E6
# Management History

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

**Professional Development Workshop Chair:** Jane Whitney Gibson, Nova Southeastern U.

<table>
<thead>
<tr>
<th>Time</th>
<th>Division Program</th>
<th>Shared Program</th>
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</table>
| 1:00pm | **Friday 1:00PM**  
81. SPDW: CMSW Doctoral Workshop • SC:Norfolk  
82. SPDW: CMSW Junior Faculty Workshop • SC:York  
83. SPDW: CMSW Reception for Arriving Critters • SC:Conference Room B&C  |  |
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## Friday 1:00PM

81. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop  
- 1:00 - 6:00 Sheraton Centre: Norfolk

## Friday 3:00PM

82. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop  
- 3:00 - 6:00 Sheraton Centre: York

## Friday 6:00PM

85. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critters  
- 6:00 - 9:00 Sheraton Centre: Conference Room B&C

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Legend: ☢= theme, ☝️= teaching, ⓜ= management practice, ☇= international, Other abbreviations p. A38 - 39
Chair: Kerry David Carson, U. of Louisiana, Lafayette

Saturday 10:00AM

660. Special Pre-Tour Session: "A Look Back at the Business of Baseball"
   • 10:00-11:00 Hilton: Harris
   Chair: Charles W. Blackwell, Nova Southeastern U.
   Presenter: Alan Platt, Nova Southeastern U.

100. SPDW: (CAR, MH) Four Perspectives on Careers
   • 10:00-12:00 Hilton: Jackson

101. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
   • 10:00-1:00 Royal York: Ontario

102. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   • 10:00-1:00 Royal York: Tudor 7

Saturday 12:00PM

661. Tour: SkyDome
   • 12:00-1:00 Off Site: SkyDome
   This 60 minute guided tour leaves from the Tour Entrance on Front and John Streets between Gates 1 and 2. All participants meet there at 11:45 sharp. Cost=$8.50 per person to be paid on site (please bring exact change). Preregistration required. Email Jane Whitney Gibson at gibson@polaris.nova.edu
   Organizer: Jane Whitney Gibson, Nova Southeastern U.

Saturday 2:30PM

111. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
   • 2:30-5:30 Royal York: Ontario

112. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   • 2:30-5:30 Royal York: Tudor 7

Saturday 3:30PM

662. Doctoral Student Workshop: Managing the Dissertation Process
   • 3:30-5:00 Hilton: Harris
   Chair: John C. Hannon, Nova Southeastern U.
   Presenters: Julia Teahan, Baker College; Anne Nelson, High Point U.; Richard M. Hodgetts, Florida International U.; Paul J. Gordon, Indiana U.; Daniel A. Wren, U. of Oklahoma

Saturday 5:30PM

115. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
   • 5:30-7:30 Royal York: Ballroom

Sunday 7:30PM

117. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
   • 7:30-8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   • 7:00-8:00 Royal York: Ballroom

Sunday 8:00AM

   • 8:00-10:30 Royal York: Ballroom

123. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
   • 8:00-10:30 Royal York: British Columbia

Sunday 9:00AM

663. Professional Development Workshop I: Getting Published
   • 9:00-10:30 Hilton: Harris
   Chair: Michael Plater, Brown U.
   Presenters: Richard M. Hodgetts, Florida International U.; Dewey E. Johnson, California State U., Fresno; Peter B. Petersen, Johns Hopkins U.; Donald F. Kuratko, Ball State U.; Daniel A. Wren, U. of Oklahoma

Sunday 10:30AM

664. Professional Development Workshop II: Getting Involved in Professional Organizations and Getting Papers Accepted
   • 10:30-12:00 Hilton: Harris
   Chair: Dana V. Tesone, U. of Hawaii, Manoa
   Presenters: Alfred A. Bolton, Averett College; Paula Phillips Carson, U. of Louisiana, Lafayette; Eileen P. Kelly, Ithaca College; Regina A. Greenwood, Kettering U.

134. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   • 10:30-12:00 Royal York: Ballroom

Monday 8:00AM

665. Management History Division Welcome Breakfast
   • 8:00-10:20 Sheraton Centre: Kenora
   Continental Breakfast sponsored by Kettering University, and Management History Division.
   Chair: Regina A. Greenwood, Kettering U.

Monday 10:40AM

   • 10:40-12:00 Hilton: Harris
   Chair: Randall L. DuPont, U. of Mobile
   Hodgetts and Luthans in Conversation. Alfred A. Bolton, Averett College; John Joos, Informed Decisions, Inc.
An Evolution of Management Thought: The Likely
Characteristics of Cuban Managers (2000-2005), Peter B. Petersen, Johns Hopkins U.
The Historical Concept of “Management” in China,
Hun-Joon Park, Yongsei U.; Insoo Park, U. of Waikato, New Zealand; Ingyu Oh, U. of Waikato, New Zealand
Discussants: Charles Edward Booth, U. of the West of England; Eileen P. Kelly, Ithaca College; Dewey E. Johnson, California State U., Fresno

180. SHCS:(MH, GDO) Relating a New Time to an Old Time: Presenting 1904 Films from Westinghouse Companies with Discussion on Observed Work Issues
  • 10:40-12:00 Sheraton Centre: Dominion Ballroom N

Monday 12:20PM

307. IP: Management Trends Over Time and Their Influences
  • 12:20-2:10 Royal York: Canadian 10

308. IP: The Enterprise: Evolving through Crises
  • 12:20-2:10 Royal York: Canadian 11

Monday 2:30PM

657. Paper Session: Environmental and Technological Influences on Corporate Governance
  • 2:30-3:50 Hilton: Harris
  Chair: Robert C Ford, U. of Central Florida
  Time and Time Again: Tracing Management Knowledge - The Case of Cellular Manufacturing at Scania-Vabis, Jos Benders, U. of Nijmegen, Nijmegen Business School; Torbjorn Stjernberg, Gothenburg U.
  Published in Conference Proceedings
  The Emergence of the Technostructure: Lessons from the East India Company 1713 - 1836, Peter Bruce Buchanan, Queen's U., School of Business
  Environmental Change and Industry Evolution: A Historical Account of the Early Management Consulting Industry, Robert J. David, Cornell U.
  Winner of John F. Mee Management History Contribution Award
  Published in Conference Proceedings
  Discussants: Betty M. Elizabeth Ross, Nova Southeastern U.; Dean McKay, Golden Gate U.; Peter B. Petersen, Johns Hopkins U.

Monday 4:10PM

658. Symposium: Edith Penrose and Her Historical Influence on Management Scholarship
  • 4:10-5:20 Hilton: Harris
  The resource based view of the firm can be traced to the pioneering efforts of Edith Penrose(1914-1996). She had a distinguished career in economics teaching and research at Johns Hopkins University, London University, and was later Dean at INSEAD in Chantilly, France. Penrose viewed the firm as an administrative unit that is a collection of productive resources that gave each firm a unique character. Her view of the firm was a fundamental turning point for strategic management and her focus on internal development of the firm as well as its growth provided the pioneering scholarship that enabled other scholars to develop a more complete theory of the firm.
  Chairs: Daniel A. Wren, U. of Oklahoma; Regina A. Greenwood, Kettering U.
  Presenters: Constance E. Helfat, Dartmouth College; Alan M. Rugman, U. of Oxford; Michele A. Govekar, Ohio Northern U.; Jay B. Barney, Ohio State U.

277. SIT: Leadership: History, Culture and Information
  • 4:10-5:30 Royal York: New Brunswick

Monday 5:30PM

669. Division Meeting and Awards Presentations
  • 5:30-6:15 Hilton: Harris
  Winner of The Paul Hersey Award for Best Paper on Leadership is James Hoopes, Babson College; Winner of The John F. Mee Management History Contribution Award is Robert J. David, Cornell U.; Winner of The Ronald B. Shuman Best Paper Graduate Student Paper Award is W. Trextler Profitt Jr., KGSM-Norwestern U.; Winner of the Management History Best Reviewer Award is Henry Beam, Hawthor College of Business, for his review of submission # 12289 (top 10%), “How Knowledge-Based Employees Recognize and Pursue Rent Appropriation Opportunities: A Theory Development based on an Historical Analysis of Major League Baseball.”
  Chair: Regina A. Greenwood, Kettering U.

Monday 6:15PM

670. Reception: Honoring Dan Wren
  • 6:15-7:30 Hilton: Harris
  A reception in honor Dan Wren upon his retirement from the University of Oklahoma, and in recognition for his outstanding contributions to the field of management history.
  Chair: Regina A. Greenwood, Kettering U.

Tuesday 8:30AM

671. Symposium: Symposium on Chester Barnard For the New Millennium
  • 8:30-10:10 Hilton: Harris
  Chair: Kenneth Earl Aupperle, U. of Akron
  Beyond Consciousness: Barnard's Contribution to Intuitive Decision Making in Management, Daniel A. Wren, U. of Oklahoma; Milorad M. Novicevic, U. of Oklahoma
  Revisiting Chester Barnard's Executive Functions for the Knowledge Based Economy, R. Ray Gehani, U. of Akron
  Chester Barnard and the Moral Obligations of the Elite, Steven M. Dunphy, U. of Akron
  Chester Barnard’s Legacy for the New Century, Bill Wolf, Cornell U.

Tuesday 10:30AM

237. JS:(MH, HR) On the Importance of Studying Management History: Four Perspectives
  • 10:30-11:50 Royal York: Territories

Tuesday 2:00PM

  • 2:00-3:20 Hilton: Harris
  Chair: Michele A. Govekar, Ohio Northern U.
New Overseers on Old Plantations: Historical Precedents for Managing the Maquiladoras, William Edward Wiethoff, Indiana U., Bloomington

359. IP: Leadership from the Frontline: 20th Century Lessons to Remember
   • 2:00- 3:20 Royal York: Canadian 9

360. IP: Uncertainty, Technology, and Activism: New Challenges for a New Time
   • 2:00- 3:20 Royal York: Canadian 10

Wednesday  8:30AM

   • 8:30- 10:20 Hilton: Harris
Chair: Chester Stanley Spell, Washington State U.
Alpha, Null Hypothesis Statistical Testing, and Confidence Intervals; The Impact of Past Practices on Current Research and Future Directions, Tamela Dawn Ferguson, Colorado State U.; William Paul Ferris, Western New England College

Wednesday  8:50AM

   • 8:50- 10:20 Sheraton Centre: Dominion Ballroom N

Wednesday  10:40AM

674. Paper Session: Putting Management Thoughts into Practice: The Early Pioneers.
   • 10:40- 12:00 Hilton: Harris
Chair: Alfred A. Bolton, Averett College
The Pioneering Work of Whiting Williams: Setting the Record Straight, Luis Ortiz, U. of Texas, Pan American
The I.L.O. Taylorism and Critical Management, Christopher Nyland, Monash U.
Chester Barnard, Social Unrest, and Modern Leadership Theory, James Hoopes, Babson College
Paul Hersey Award for Best Paper on Leadership Discussants: William Wilkerson, U. of Virginia; Steven Vaughn Cates, Keystone Foods/ Averett College; Daniel J. Svyantek, U. of Akron

255. JS:(MH, MED, OMT) Management Milestones of the Late 20th Century: The Presidents Speak
   • 10:40- 12:00 Royal York: Territories

Wednesday 12:20PM

675. Paper Session: Historical Concepts in Employee Contracts, Pay Satisfaction, and Rent Appropriation
   • 12:20- 2:10 Hilton: Harris
Chair: David Hunt, U. of Southern Mississippi
# Management, Spirituality, and Religion

**Program Chair:** Gerald Biberman, U. of Scranton

<table>
<thead>
<tr>
<th>Start Time</th>
<th>Event Description</th>
<th>Location</th>
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<tbody>
<tr>
<td>10:30am</td>
<td>MSR in the AoM • 10:30-11:50 Sheraton Centre: Conference Room F</td>
<td>SC: Conference Room F</td>
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<tr>
<td>2:00pm</td>
<td>MSR Research • Measurement, Language and Dialogue for a Post-Positivist Age, Or, A Funny Thing Happened on the Way to the Academy</td>
<td>SC: Essex</td>
</tr>
<tr>
<td>5:30pm</td>
<td>MSR Business Meeting • The MSR Executive Committee thanks Chris Guyer for his tireless efforts to help create the MSR Interest Group</td>
<td>SC: Essex</td>
</tr>
<tr>
<td>7:00pm</td>
<td>MSR Social: Celebrating a New Group in the Academy •</td>
<td>SC: Essex</td>
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</table>

## Tuesday 10:30AM

**676. ⌛ Symposium: MSR in the AoM**
- 10:30-11:50 Sheraton Centre: Conference Room F
- **Moderator:** Lee Perry Robbins, Golden Gate U.
- **Participants:** André L. Delbecq, Santa Clara U.; Moses Pava, Yeshiva U.; Athar Murtuza, Seton Hall U.; Edwin M. Epstein, St. Mary’s College; Ian Mitroff, U. of Southern California; Judith A. Neal, U. of New Haven; Abbass Alkhafaji, Slippery Rock U.

## Tuesday 2:00PM

**677. Paper Session: MSR Research**
- 2:00-3:20 Sheraton Centre: Essex
  - **Chair:** Ian Mitroff, U. of Southern California
  - Measurement, Language and Dialogue for a Post-Positivist Age, Or, A Funny Thing Happened on the Way to the Academy, Charles Fornaciari, Florida Gulf Coast U.; Kathy Lund Dean, Saint Louis U.
  - Being Human in Human Organizations, Moses Pava, Yeshiva U.
  - Spirituality at Work: Definitions, Measures, Assumptions, and Validity Claims, Paul Gibbons, U. of London/Pricewaterhouse
- **Discussant:** Gerald Biberman, U. of Scranton

## Tuesday 5:30PM

**678. Meeting: MSR Business Meeting**
- 5:30-7:00 Sheraton Centre: Essex
- The MSR Executive Committee thanks Chris Guyer for his tireless efforts to help create the MSR Interest Group
- **Chair:** Gerald Biberman, U. of Scranton

## Tuesday 7:00PM

**679. MSR Social: Celebration of the New Group!**
- 7:00-8:00 Sheraton Centre: Essex
- **Chair:** Gerald Biberman, U. of Scranton
### Managerial and Organizational Cognition

**Program Chair:** Neal M. Ashkanasy, U. of Queensland / Purdue U.  
**Professional Development Workshop Chair:** Kathleen M. Sutcliffe, U. of Michigan

<table>
<thead>
<tr>
<th>Time</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tr>
<td><strong>Friday</strong></td>
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<tr>
<td>1:00pm</td>
<td>SPDW: Global Management and the Science of Time • Off.Ontario Science Centre</td>
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<td>3:00pm</td>
<td>SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<td>6:00pm</td>
<td>SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>SPDW: CMSW Breakfast • RY:Ontario</td>
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<td>8:00am</td>
<td>SPDW: CMSW: What's Critical? • RY:Ontario</td>
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<td>8:30am</td>
<td>SPDW: Making Time to Talk • RY:Conference Room D</td>
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<td>9:00am</td>
<td>SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
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<td>9:30am</td>
<td>SPDW: Three Conversations on Org. Knowledge • SC:Ballroom Centre</td>
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<td>10:00am</td>
<td>SPDW: Stakeholder Learning Dialogs • SC:Norfolk</td>
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<td>SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<td>SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
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<td>SPDW: Teaching Cognition • RY:York</td>
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<td>SPDW: CMSW: Interpretive Methods for Critical Research • RY:Ontario</td>
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<td>SPDW: CMSW: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<td>6:00pm</td>
<td>SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
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<td>7:30pm</td>
<td>SPDW: CMSW: Social Time • RY:Ballroom</td>
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<td><strong>Saturday</strong></td>
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<td>7:00am</td>
<td>SPDW: CMSW Organizational Meeting and Breakfast • RY:Ballroom</td>
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<td>8:00am</td>
<td>SPDW: CMSW: Critical Research in the Management Journals • RY:Ballroom</td>
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<td>8:30am</td>
<td>Cognition in the Rough (Fac) • RY:Algonquin</td>
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<td>8:30am</td>
<td>Cognition in the Rough (DS) • RY:Upper Canada</td>
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<td>10:30am</td>
<td>SPDW: Three Conversations -- Conclusion • SC:Ballroom West</td>
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<tr>
<td><strong>Sunday</strong></td>
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<td>8:30am</td>
<td>SPDW: CMSW Plenary Speaker: Doug Henwood • RY:Ballroom</td>
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<td>9:00am</td>
<td>MOC Division Welcome • RY:Confederation 3</td>
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<td>10:40am</td>
<td>Collective Mind • RY:Confederation 3</td>
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<td>12:20pm</td>
<td>S: Pace in Org’l Interfaces • RY:Confederation 3</td>
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<td>12:20pm</td>
<td>S: Uncertain Environments • SC:Windsor West</td>
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<td>S: Ethics and Integrity? • SC:Windsor East</td>
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<td>2:30pm</td>
<td>S: Emotional Intelligence • RY:Territories</td>
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<td>4:10pm</td>
<td>Social Relationships • RY:Confederation 3</td>
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<td>8:30am</td>
<td>Affect and Identity • RY:Confederation 3</td>
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<td>8:30am</td>
<td>SHCS: Kairos in Management Education • RY:Quebec</td>
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<td>10:40am</td>
<td>SHCS: Biological Bases for Behavior • RY:Quebec</td>
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<td>10:40am</td>
<td>S: Org. Learning as Practice • SC:Conference Room D&amp;E</td>
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<td>10:40am</td>
<td>S: Group Transactive Memory: Measurement • SC:Division Ballroom N</td>
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<td><strong>Monday</strong></td>
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<td>Knowledge • RY:Confederation 3</td>
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<td>Cognition and Emotion • RY:Confederation 3</td>
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<td>Organizational Transformation • RY:Confederation 3</td>
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<td>Tower to Table • RY:Confederation 3</td>
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<td>5:30pm</td>
<td>MOC Business Meeting • RY:Confederation 3</td>
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<td>6:30pm</td>
<td>MOC Division Social Hour • RY:Confederation 3</td>
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<td>8:30am</td>
<td>S: Strategic Use of the Past • H:McDonald</td>
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<td>10:40am</td>
<td>Organizational Learning • RY:Confederation 3</td>
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<tr>
<td>12:20pm</td>
<td>S: Lessons from Y2K • RY:Alberta</td>
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**Floor Plans:** Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
680. Cognition in the Rough III (Faculty): A Development Workshop for Research in Managerial and Organizational Cognition
   - 8:30- 12:00 Royal York: Algonquin
   To apply send contact information and work you want to share to organizers.
   Organizers: Cynthia G. Emrich, Purdue U.; Margaret D. Gorman, George Washington U.

681. Cognition in the Rough III (Doctoral Students): A Development Workshop for Research in Managerial and Organizational Cognition
   - 8:30- 12:00 Royal York: Upper Canada
   To apply send contact information and work you want to share to organizers.
   Organizers: Margaret D. Gorman, George Washington U.; Cynthia G. Emrich, Purdue U.

124. SPDW:(OMT, BPS, MOC, RM) Three Conversations on Organizational Knowledge -- Conclusion
   - 8:30- 9:30 Sheraton Centre: Ballroom West

Wednesday 8:30AM

682. MOC Division Welcome
   - 8:30- 9:00 Royal York: Confederation 3
   Program Chair: Neal M. Ashkanasy, U. of Queensland/Purdue U.

174. SHCS:(MED, MOC) Kairos in Management Education: An Opportunity to Reassess the Ideology of Consequentialist Justifications of Learning
   - 8:30- 10:20 Royal York: Quebec

Paper Session: The Collective Mind in Organizations
   - 9:00- 10:20 Royal York: Confederation 3
   Chair: Dale E. Rude, U. of Houston

Shaping Collective Cognition and Behavior through
Collective Learning: Sze-Sze Wong, Duke U.; Sim B. Sitkin, Duke U.
Winner of MOC Best Student Paper Award
Published in Conference Proceedings

Intra-Industry Shared Cognitions and Organizational Performance, James M. Bloodgood, Kansas State U.; William H. Turnley, Kansas State U.; Alan D. Bauerschmidt, U. of South Carolina
Beyond the Thinker in Thought: Attributes and Determinants of Collective Mind, A. Alexandra Michel, U. of Pennsylvania
Discussant: Joann Krauss, Jacksonville State U.

Monday 10:40AM

212. SJS:(MOC, CM, OB) Examining Pace Within and Across Organizational Interfaces
   - 10:40- 12:00 Royal York: Confederation 3

271. SIT: Succeeding in Uncertain Environments
   - 10:40- 12:00 Sheraton Centre: Windsor West

272. SIT: When do Ethics and Integrity Matter?
   - 10:40- 12:00 Sheraton Centre: Windsor East

Monday 12:20PM

216. SJS:(MOC, MC) Emotional Intelligence at Work: Does it Make a Difference?
   - 12:20- 2:10 Royal York: Territories

217. SJS:(MOC, OMT) Expressing Organizations: Connecting Identity, Reputation and the Corporate Brand
   - 12:20- 2:10 Royal York: Alberta

308. IP: Cognition and its Effects in Organizations
   - 12:20- 2:10 Royal York: Canadian 12

Monday 2:30PM

684. Paper Session: Social Relationships and Identity in Groups
   - 2:30- 3:50 Royal York: Confederation 3
   Chair: Pamela Barr, Georgia State U.

Effects of Demographic Dissimilarity in Work Groups: Contrasting Social Identity Theory with the Similarity-Attraction Paradigm., Prithviraj Chattopadhyay, U. of Queensland, Australia; Elizabeth George, U. of Queensland, Australia; Sandra Lawrence, U. of Queensland, Australia
Organizational Identity: The Ongoing Puzzle of Definition and Redefinition, Judi McLean Parks, Washington U.; faye l. smith, Emporia State U.
Relational Models and the Outcomes of Work Groups: A Confirmatory Factor Analysis, Markus Vodosek, U. of Michigan
Discussant: Cynthia G. Emrich, Purdue U.

222. SJS:(MOC, OB) Decision-Group Composition, Structure and Processes: Application of the Hidden Profile Paradigm to Group and Organizational Research
   - 2:30- 3:50 Sheraton Centre: Conference Room D&E

274. SIT: Advancing Our Understanding of Culture: Mobility, Schemas and Similarity
   - 2:30- 3:50 Royal York: Saskatchewan
Monday 4:10PM

685. Paper Session: Affect and Identity in Work Teams
- 4:10-5:30 Royal York: Confederation 3
Chair: Stephanie Welcome, U. of Maine
Discussant: Laurent T. Gustafson, Seattle Pacific U.

192. SHCS/(MOC, OMT, OB) Biological Bases for Behavior in Organizations: Human Evolution and its Implications for Organizational Theory and Management Practice
- 8:30-10:10 Royal York: Quebec

230. JS/(MOC, OMT) Theorizing Organizational Learning as Situated Practice
- 8:30-10:10 Sheraton Centre: Conference Room D&E

233. JS/(MOC, OB, HR) Investigating Group Transactive Memory in Field Settings: Empirical Examinations and Measurement Approaches
- 8:30-10:10 Sheraton Centre: Dominion Ballroom N

Tuesday 8:30AM

277. SIT: Leadership: History, Culture and Information
- 4:10-5:30 Royal York: New Brunswick

Tuesday 8:50AM

686. Paper Session: Cultivating and Managing Knowledge
- 8:50-10:10 Royal York: Confederation 3
Chair: Margaret D. Gorman, George Washington U.
Discussant: William Acar, Kent State U.

Tuesday 10:30AM

687. Paper Session: Cognition and Emotion in Business Settings
- 10:30-11:50 Royal York: Confederation 3
Chair: Alexis Downs, U. of Central Oklahoma
Discussant: Alexis Downs, U. of Central Oklahoma

Tuesday 3:40PM

689. Division: From the Halls of Ivy to the Boardroom: Conversation between Academicians and Practitioners
- 3:40-5:15 Royal York: Confederation 3
Chair: Marvin L. Manheim, Northwestern U.
Discussant: Kevin P. Wimberly, Pennsylvania State U.

245. JS/(MED, MOC) Cognitive Style in Life-Long Learning and Management Education and Development: A European Perspective
- 3:40-5:20 Sheraton Centre: Conference Room D&E

Tuesday 5:30PM

690. Meeting: MOC Division Business Meeting
- 5:30-6:30 Royal York: Confederation 3
Division Chair: Theresa K. Lant, New York U.
Tuesday  6:30PM

691. MOC Division Social Hour  
   • 6:30- 7:30 Royal York: Confederation 3  
   Division Chair: Theresa K. Lant, New York U.

Wednesday  8:30AM

250. EJS:(MOC, BPS, OMT) The Strategic Use of the Past for the Present and Future: Organizational History and Changes in Image, Identity, & Reputation  
   • 8:30- 10:20 Hilton: McDonald

290. SIT: Shared Cognition and Sensemaking  
   • 8:30- 10:20 Royal York: Saskatchewan

376. IP: Cognitive Foundations of Decision-Making  
   • 8:30- 10:20 Royal York: Canadian 11

Wednesday  10:40AM

692. Paper Session: Cognitive Aspects of Organizational Learning  
   • 10:40- 12:00 Royal York: Confederation 3  
   Chair: Peter Allen Stanwick, Auburn U.
   Expanding the Capacity to Learn: Cognitive Factors Affecting the Absorptive Capacity of Top Management Teams, Susan Martin Houghton, Georgia State U.; Alice C. Stewart, Ohio State U.; Carl P. Zeithaml, U. of Virginia
   Learning within International Organizations: The Role of Power, Culture and Social Identity, Mark Easterby-Smith, Lancaster U.; Xia Wu, Lancaster U.
   Confronting Failure: Antecedents and Consequences of Shared Learning-Oriented Beliefs in Organizational Work Groups, Mark D. Cannon, Vanderbilt U.; Amy C. Edmondson, Harvard U.
   Discussant: Ramon J. Aldag, U. of Wisconsin

293. SIT: Knowledge: Flows and Absorption  
   • 10:40- 12:00 Royal York: New Brunswick

294. SIT: Mapping Archetypes and Cognitions  
   • 10:40- 12:00 Royal York: Saskatchewan

296. SIT: Identification and Identity  
   • 10:40- 12:00 Sheraton Centre: Windsor East

Wednesday  12:20PM

265. EJS:(OMT, TIM, MOC) Lessons from Y2K -- Transforming Worldwide Path Dependence through Elements of: Smart Global Change Management, Myth and Ceremony, and Good Luck  
   • 12:20- 2:10 Royal York: Alberta
### Operations Management

**Program Chair:** Thomas Y. Choi, Arizona State U.
**Professional Development Workshop Chair:** Janet L. Hartley, Bowling Green State U.

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<thead>
<tr>
<th>Time</th>
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<th>Shared Program</th>
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<tbody>
<tr>
<td>1:00pm</td>
<td>693. Doctoral Consortium - Welcome • RY:Algonquin</td>
<td>178. SHCS: Perspectives on ISO 14001 • RY:Concert Hall</td>
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<tr>
<td>1:30pm</td>
<td>694. Doctoral Consortium-Employment • RY:Algonquin</td>
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<td>3:00pm</td>
<td>695. Doctoral Consortium-Teaching • RY:Algonquin</td>
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<td>4:30pm</td>
<td>696. Subway Operations Tour • RY:Algonquin</td>
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<td>7:30am</td>
<td>697. Doctoral Consortium-Breakfast • RY:Confederation 3</td>
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<td>698. Doctoral Consortium-Research • RY:Confederation 3</td>
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<td>699. Doctoral Consortium-Service • RY:Confederation 3</td>
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<td>700. Doctoral Consortium-Career • RY:Confederation 3</td>
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<td>701. Doctoral Consortium-Lunch • RY:Confederation 5</td>
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<td>1:00pm</td>
<td>702. ERP-Corporate Panacea or Pandora's Box • RY:Confederation 3</td>
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<td>703. Innovations in Teaching OM • RY:Confederation 3</td>
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<td>704. OM PDW Social • RY:Satom 8</td>
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<td>8:30am</td>
<td>705. Global Manufacturing Research Issues • RY:Confederation 3</td>
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<td>10:30am</td>
<td>706. Global Service Research Issues • RY:Confederation 3</td>
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<td>8:30am</td>
<td>707. Quality and Performance • RY:Manitoba</td>
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<td>10:40am</td>
<td>708. Technology Transfer and Implementation • RY:Manitoba</td>
<td>178. SHCS: Perspectives on ISO 14001 • RY:Concert Hall</td>
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<td>709. Service Operations • RY:Manitoba</td>
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<td>710. Time and Operations Management • RY:Manitoba</td>
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<td>4:10pm</td>
<td>711. Business Meeting • RY:Manitoba</td>
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<td>6:00pm</td>
<td>712. Social Hour • RY:Manitoba</td>
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<td>713. Operations Strategy • RY:Manitoba</td>
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<td>714. Operations and Performance • RY:Manitoba</td>
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<td>715. Knowledge Supply Chain • RY:Manitoba</td>
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<td>716. Organization Theories in Operations Management • RY:Manitoba</td>
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<td>717. Continental Breakfast • RY:Manitoba</td>
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<td>718. Supplier Management • RY:Manitoba</td>
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<td>719. Extended Enterprises • RY:Manitoba</td>
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#### Friday 1:00PM

**693. Doctoral Consortium - Registration and Welcome**
- 1:00 - 1:30 Royal York: Algonquin

*Welcome:* Cecil Chester Bozarth, North Carolina State U.

#### Friday 1:30PM

**694. Doctoral Consortium-Employment Issues**
- 1:30 - 3:00 Royal York: Algonquin

*Chair:* Robert Beaudoin Handfield, North Carolina State U.
*Presenters:* Mark Pagelt, Kansas State U.; Kimberly A. Bates, U. of Toronto; Ken Boyer, Michigan State U.; Ken Petersen, U. of Oregon

#### Friday 3:00PM

**695. Doctoral Consortium-Perspectives on Teaching**
- 3:00 - 4:30 Royal York: Algonquin

*Chair:* Jayanth Jayaram, U. of Oregon
*Presenters:* Cecil Chester Bozarth, North Carolina State U.; Larry Menor, U. of Western Ontario; Soumen Ghosh, Georgia State U.; Janet L. Hartley, Bowling Green State U.

#### Friday 4:30PM

**696. Doctoral Consortium-Toronto Subway Operations Tour**
- 4:30 - 6:00 Royal York: Algonquin

*Everyone is welcome!*
*Coordinator:* Kimberly A. Bates, U. of Toronto

#### Saturday 7:30AM

**697. Doctoral Consortium-Continental Breakfast**
*Sponsored by Dept. of Business Management North Carolina State University*
- 7:30 - 8:00 Royal York: Confederation 3

#### Saturday 8:00AM

**698. Doctoral Consortium-Developing and Publishing Research**
- 8:00 - 9:30 Royal York: Confederation 3

*Chair:* Robert Beaudoin Handfield, North Carolina State U.

#### Saturday 9:30AM

**699. Doctoral Consortium-Service and Professional Success**
- 9:30 - 10:00 Royal York: Confederation 3

*Chair:* Jayanth Jayaram, U. of Oregon
*Presenter:* Chan K. Hahn, Bowling Green State U.

#### Saturday 10:00AM

**700. Doctoral Consortium-Developing Your Professional Career**
- 10:00 - 11:30 Royal York: Confederation 3

*Chair:* Robert Beaudoin Handfield, North Carolina State U.
*Presenters:* Soumen Ghosh, Georgia State U.; Aleda V. Roth, U. of North Carolina, Chapel Hill; Keong Leong, Ohio State U.

#### Saturday 11:30AM
<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Session Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sunday 8:30AM</td>
<td>Royal York: Manitoba</td>
<td>Newness, Proactiveness, and Effectiveness in Service Operations</td>
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<tr>
<td>Monday 8:30AM</td>
<td>Royal York: Manitoba</td>
<td>Theme: Time and Operations Management: From Taylor’s Time Standards to Time-Based Competition</td>
</tr>
<tr>
<td>Saturday 1:00PM</td>
<td>Royal York: Confederation 5</td>
<td>ERP-Corporate Panacea or Pandora's Box</td>
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<tr>
<td>Saturday 5:00PM</td>
<td>Royal York: Salon B</td>
<td>Innovations in Teaching OM</td>
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<tr>
<td>Sunday 8:30AM</td>
<td>Royal York: Concert Hall</td>
<td>Paper Session: Division Welcome and Quality and Organization Performance</td>
</tr>
<tr>
<td>Monday 10:40AM</td>
<td>Royal York: Manitoba</td>
<td>Paper Session: Inter- and Intra-Organizational Factors in Technology Transfer and Implementation</td>
</tr>
<tr>
<td>Monday 2:30PM</td>
<td>Royal York: Manitoba</td>
<td>SHCS: The Diffusion of Voluntary Environmental Regulation: International, Domestic, and Practitioner Perspectives on ISO 14001</td>
</tr>
</tbody>
</table>

**Chair:**
- **Program Chair:** Thomas Y. Choi, Arizona State U.
- **Chair:** Soumen Ghosh, Georgia State U.

Discussants:
- Scott Shafer, Wake Forest U.
- Andy McAfee, Harvard U.
- Scott Dulecki, QAD
- David Dilts, U. of Waterloo
- Richard B. Chase, U. of Southern California
- Larry Menor, U. of Western Ontario
- Susan Meyer, U. of Minnesota
- Anil Khurana, U. of North Carolina
- Mohan V. Tatikonda, U. of North Carolina
- Clay Whybark, U. of North Carolina

**Panel:**
- Lawrence M. Corbett, Victoria U. of Wellington, New Zealand
- Soumen Ghosh, Georgia State U.
- Boo-Ho Rho, Sogang University
- Linda Sprague, U. of New Hampshire/China Europe International Business School
- John G. Wacker, Iowa State U.
- Clay Whybark, U. of North Carolina

**Presenters:**
- Scott Shafer, Wake Forest U.
- Andy McAfee, Harvard U.
- Scott Dulecki, QAD
- David Dilts, U. of Waterloo
- Richard B. Chase, U. of Southern California

**4:00- 5:30 Royal York: Manitoba**
- Innovations in Teaching OM
  - 4:00- 5:00 Royal York: Manitoba
  - 5:00- 6:00 Royal York: Salon B

Everyone is welcome!
### Monday 4:10PM

**711.** Meeting: OM Division Business Meeting  
- 4:10 - 5:00 Royal York: Manitoba  
*All members and prospective members are welcome!*  
**Division Chair:** Cecil Chester Bozarth, North Carolina State U.  
**Program Chair:** Thomas Y. Choi, Arizona State U.  
**Professional Development Workshop Chair:** Janet L. Hartley, Bowling Green State U.  
**Division Chair-Elect:** Robert Klassen, U. of Western Ontario

### Monday 6:00PM

**712.** OM Division Social Hour  
- 6:00 - 7:00 Royal York: Manitoba  
*All members and prospective members are welcome!*  
**Chair:** Cecil Chester Bozarth, North Carolina State U.

### Tuesday 8:30AM

**713.** Paper Session: Operations Strategy and Organizational Contexts  
- 8:30 - 10:10 Royal York: Manitoba  
**Chair:** Morgan Lee Swink, Michigan State U.  
**Leveraging the Promise of Resource Variety: Examining the Effects on Process Flexibility and Product Innovation for North American and European Manufacturers,** Larry Menor, U. of Western Ontario; Aleda V. Roth, U. of North Carolina, Chapel Hill  
**An Evolutionary Process in the Supply Chain: From Arm's Length to Collaboration,** James Hoyt, Troy State U.; Fizul Huq, U. of Texas, Arlington

### Tuesday 10:30AM

**714.** Paper Session: Operations and Organizational Performance: Empirical Studies  
- 10:30 - 11:50 Royal York: Manitoba  
**Chair:** Barbara B. Flynn, Wake Forest U.  
**Time-Based Technologies and Manufacturing Performance:**  
- An Empirical Analysis, Mohamed A. Youssf, Norfolk State U.; Madeline M. Crocito, State U. of New York, Old Westbury  
- Generic Manufacturing Strategies and Plant Performance, Sarv Devaraj Devaraj, U. of Notre Dame; David G. Hollingsworth, Rensselaer Polytechnic Institute  
**The Effects of the ISO 9000 Certification Process on Business Performance Over Time,** Mile Terziovski, U. of Melbourne; Damien Power, Monash U.; Aminkh Sohal, Monash U.  
**Discussants:** Craig M. Froehle, U. of North Carolina, Chapel Hill; Peggy Daniels Lee, George Washington U.; Manus Rungtusanatham, Arizona State U.

### Tuesday 2:00PM

**715.** Division: A New Time for Collaboration in the Corporate-Business School Knowledge Supply Chain  
- 2:00 - 3:20 Royal York: Manitoba  
*Academics and executives come together to create collaboratively a new knowledge supply chain. The relationship across Ford, OSU, and tier 1 supplier is explicated from the perspectives of all parties involved.*  
**Organizer:** Peter Ward, Ohio State U.  
**Panel:** Joseph Alluto, Dean, Ohio State U.; Graham Loewy, Director of Lean Resource Center, Ford Motor Company; David Hoyt, President, Arvin Ride and Motion Control

### Tuesday 3:40PM

**716.** Paper Session: Crossing Boundaries: Operations Management and Organization Theories  
- 3:40 - 5:00 Royal York: Manitoba  
**Chair:** Laura B. Forker, U. of Massachusetts, Dartmouth  
**Beyond Improved Quality: The Motivational Effects of Statistical Process Control,** Manus Rungtusanatham, Arizona State U.  
**Manufacturing Configurations: A Typology and Implications for Future Research,** Cecil Chester Bozarth, North Carolina State U.  
**An Evolutionary Process in the Supply Chain: From Arm's Length to Collaboration,** James Hoyt, Troy State U.; Fizul Huq, U. of Texas, Arlington

### Wednesday 8:30AM

**717.** Continental Breakfast  
- 8:30 - 9:00 Royal York: Manitoba  
**Hosts:** Cecil Chester Bozarth, North Carolina State U.; Thomas Y. Choi, Arizona State U.

### Wednesday 9:00AM

**718.** Paper Session: Supplier Management: From Leveraging to Benchmarking and Development  
- 9:00 - 10:20 Royal York: Manitoba  
**Chair:** Yunus Kathawala, Eastern Illinois U.  
**Purchasing Leverage Considerations in the Outsourcing Decision,** Lisa Marie Ellram, Arizona State U.; Corey Billington, Hewlett-Packard  
**Benchmarking Best Peer Suppliers in the Aerospace Industry,** Laura B. Forker, U. of Massachusetts, Dartmouth; David Mendez, U. of Michigan  
**Creating Value through Supplier Development Initiatives:**  
**Discussants:** Elliott Bendoly, Indiana U., Bloomington; Prafulla Joglekar, La Salle U.; Jonathan Linton, Polytechnic U. of New York
Wednesday 10:40AM

719. Paper Session: Emerging Studies on Extended Enterprises

- 10:40-12:00 Royal York: Manitoba

Chair: Kevin Dooley, Arizona State U.

Controlling the Extended Enterprise Supply Chain, David Dilts, U. of Waterloo; Young Baik, U. of Waterloo

Reconfiguring Distribution Systems for Electronic Commerce, Elliot Bendoly, Indiana U., Bloomington

Technology and Weak Appropriation Conditions: The Adoption of Enterprise Resource Planning (ERP) Systems, John E. Ettlie, Rochester Institute of Technology

Discussants: John Olson, DePaul U.; Mohamed A. Youssef, Norfolk State U.; Gyula Vastag, Michigan State U.
# Organization and Management Theory

## Professional Development Workshop Chair: Joel A.C. Baum, U. of Toronto

<table>
<thead>
<tr>
<th>Time</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>Fri</td>
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<tr>
<td>1:00pm</td>
<td>80 SPDW: Global Management and the Science of Time • Off:Ontario Science Centre</td>
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<td>6:00pm</td>
<td>83 SPDW: OMT/OB/ODC Doctoral Consortium • SC:City Hall</td>
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<td>8:00pm</td>
<td>87 SPDW: OMT/OB/ODC Doctoral Consortium • RY:Canadian</td>
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<td>9:00am</td>
<td>97 SPDW: Bringing Complexity Theory to Bear • SC:Elgin</td>
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<td>10:30am</td>
<td>104 SPDW: Three Conversations on Org. Knowledge • SC:Ballroom Centre</td>
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<td>1:00pm</td>
<td>104 SPDW: Quantitative Methods and Complexity Theory • SC:Conference Room E</td>
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<td>3:00pm</td>
<td>111 SPDW: Structural Hole Opportunities • RY:Conference 5</td>
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<td>6:00pm</td>
<td>116 SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
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<td>8:00am</td>
<td>120 SPDW: OMT/OB/ODC Doctoral Consortium • RY:Canadian</td>
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<td>8:30am</td>
<td>124 SPDW: Three Conversations – Conclusion • SC:Ballroom West</td>
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<td>8:50am</td>
<td>125 SPDW: Collaboration in Research and Teaching • SC:Ballroom Centre</td>
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<td>9:30am</td>
<td>126 SPDW: OMT/OB Junior Faculty Consortium • SC:City Hall</td>
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<td>10:30am</td>
<td>127 SPDW: Organizational Research and Methods • RY:Ontario</td>
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<td>10:30am</td>
<td>128 SPDW: Re-Creating Time for Teaching OMT • SC:Ballroom West</td>
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<td>Mon</td>
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<tr>
<td>9:00am</td>
<td>10 Welcome &amp; Distinguished Scholar Address • SC:Huron</td>
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<td>10:40am</td>
<td>112 Alliances, JVs &amp; Contracting • SC:Kent</td>
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<td>12:20pm</td>
<td>113 Organizational Ecology • SC:Kenora</td>
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<td>12:20pm</td>
<td>211 New Insights on Institutional Change • SC:Huron</td>
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<td>12:20pm</td>
<td>212 Organizational Ownership • SC:Kent</td>
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<td>12:20pm</td>
<td>213 Complexity Theory and Organization • SC:Kenora</td>
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<td>12:20pm</td>
<td>214 It's About Time: Bringing Time Back In • SC:Kenora</td>
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<td>12:20pm</td>
<td>215 Financial Institutions • SC:Kent</td>
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<td>12:20pm</td>
<td>216 Institutional Theory and Change • SC:Huron</td>
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<td>1:30pm</td>
<td>216 Professional Services Firms • SC:Huron</td>
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<td>2:30pm</td>
<td>217 Institutional Theory and Deviance • SC:Kenora</td>
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<td>3:00pm</td>
<td>218 Business Meeting &amp; Social Hour • SC:Kenora</td>
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<td>4:10pm</td>
<td>219 Professional Consequences of Individual Identity • SC:Kent</td>
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<td>5:30pm</td>
<td>221 Institutions and Skilled Agency • SC:Huron</td>
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<td>6:00pm</td>
<td>222 Networks and Learning • SC:Kenora</td>
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<td>223 Reputition and Legitimacy • SC:Kenora</td>
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<td>224 Interorganizational Learning • SC:Kenora</td>
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<td>225 Social Construction of Organizations • SC:Kent</td>
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<td>10:30pm</td>
<td>226 Knowledge Management • SC:Kent</td>
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<td>227 Institutional Theory &amp; Strategy • SC:Huron</td>
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<td>12:30pm</td>
<td>228 Organizational Rules - New Approaches • SC:Kenora</td>
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<td>1:30pm</td>
<td>229 Knowledge-Based Firm Theory • SC:Kent</td>
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<td>2:30pm</td>
<td>230 CEOs and Top Management Teams • SC:Kenora</td>
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<td>3:30pm</td>
<td>231 Adaptation and Survival • SC:Kenora</td>
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<td>4:30pm</td>
<td>232 Social Capital in Organizations • SC:Civic Ballroom</td>
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<td>5:30pm</td>
<td>233 Agent-Based Computational Models • H:McDonald</td>
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<td>6:30pm</td>
<td>234 Organizational Symbolism • RY:Territories</td>
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<td>7:30pm</td>
<td>235 Ambivalence and Ambiguity • RY:New Brunswick</td>
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<td>8:30pm</td>
<td>236 P: Managing Trust • RY:Canadian 12</td>
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<td>237 P: Extending the Psych Contract • RY:Saskatchewan</td>
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<td>238 P: Relationships • RY:Canadian 3</td>
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<td>11:30pm</td>
<td>239 P: Decision Making Systems • RY:Canadian 4</td>
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<td>12:30pm</td>
<td>240 S: Strategic Use of the Past • H:McDonald</td>
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<td>241 S: Self-Censorship in Organizations • SC:Conference Room D&amp;E</td>
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<td>242 S: Organizational Research and Methods • RY:Ontario</td>
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<td>243 S: All Doctoral Students Reception • RY:Upper Canada</td>
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<td>244 S: Interorganizational Networks • SC:Windsor West</td>
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<td>245 S: The Value of Social Capital • SC:Windsor East</td>
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<td>246 S: Transition in Central &amp; Eastern Europe • SC:Dominion</td>
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<td>7:00pm</td>
<td>247 S: New Doctoral Students Consortium • RY:Ontario</td>
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### Legend
- ➡️ = theme
- ✐️ = teaching
- ⤵️ = management practice
- ➩ = international
- Other abbreviations p. A38 - 39
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<th>Time</th>
<th>Session</th>
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<tr>
<td>10:40am</td>
<td>Organizational Knowledge -- Saturday Session</td>
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<td>(PNP, RM, SIM, TIM)</td>
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<tr>
<td>12:20pm</td>
<td>Entrepreneurial Opportunities: A Workshop</td>
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<td>Kairos: Global Management and the Science of Time</td>
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<td>Applying Complexity Theory to Organizations</td>
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<td>Organizing and Management Theory (OMT)</td>
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<td>熊 on Organizations: Work in Progress</td>
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<td>(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM)</td>
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<td>All Doctoral Students Consortium</td>
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<td>Time Out to Work on Dilemmas of Collaboration in Research and Teaching</td>
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<td>Organizing and Management Theory (OMT)</td>
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<td>Re-Creating Time: Narrative, Storytelling, and Theatrics for Teaching OMT</td>
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<td>Organizations Evolving: The Author Meets the Critics</td>
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<td>Firm Boundaries in Technology-Based Industries</td>
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<td>Complexity and Complementarities: Differences and Similarities. An Organizational Perspective on the Effects of Interactions</td>
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<td>Rigor and Relevance in Organization and Management Research</td>
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</table>

**Floor Plans:**
- Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

**B145**
Monday 9:00AM

720. Division: OMT Welcome and 2000 Distinguished Scholar Award and Invited Address
   • 9:00- 10:20 Sheraton Centre: Huron
   Welcome: Eric Abrahamson, Columbia U.
   Chair: Joel A.C. Baum, U. of Toronto
   Keynote Speaker: Howard E. Aldrich, U. of North Carolina, Chapel Hill

Monday 10:40AM

721. Paper Session: Interorganizational Loose Coupling: Alliances, Joint Ventures, and Contracting
   • 10:40- 12:00 Sheraton Centre: Kent
   Chair: Pamela R. Haunschild, Stanford U.
   Knowledge Acquisition, Knowledge Loss, and Satisfaction in High Technology Alliances, Patricia M. Norman, Baylor U.
   High Performance Strategic Alliances: Partner-Specific Behavioral Antecedents, Henry Adobor, Quinnipiac U.
   Buyer-Supplier Contracting: Contract Choice and Ex Post Negotiation Costs, Kendall W. Artz, Baylor U.
   East Meets East and East Meets West: The Case of Sino-Japanese and Sino-West Joint Ventures in China, Ji Li, Hong Kong Baptist U.; Leonard Karakowsky, York U.; Kevin Lam, Chinese U. of Hong Kong
   Discussant: Ranjay Gulati, Northwestern U.

722. Paper Session: Organizational Ecology: Birth, Entrance, Growth, and Death
   • 10:40- 12:00 Sheraton Centre: Kenora
   Chair: Olav Sorensen, U. of California, Los Angeles
   Exploring the Relational Bases of Age Dependence in Organizational Mortality Rates, Alessandro Lomi, U. of Bologna, Italy; Erik Reimer Larsen, City U.
   Published in Conference Proceedings
   Size (and Competition) among Organizations: Modeling Scale-Based Selection among Automobile Producers in Four Major Countries, 1885-1981, Stanislav D. Dobrev, Tulane U.; Glenn R. Carroll, U. of California, Berkeley
   Incumbent and Entrant Rivalry in a Deregulated Industry, Tammy L. Madsen, Santa Clara U.; Gordon Walker, Southern Methodist U.
   Discussant: Heather Haveman, Columbia U.

   • 10:40- 12:00 Royal York: Alberta

271. SIT: Succeeding in Uncertain Environments
   • 10:40- 12:00 Sheraton Centre: Windsor West

Monday 12:20PM

   • 12:20- 2:10 Sheraton Centre: Huron
   Organizers: Nina Shah, U. of Illinois; Matthew Kraatz, U. of Illinois
   Field Level Governance and the Emergence of New Organizational Forms: The Case of Multidisciplinary Partnerships in the Legal Profession, Roy R. Suddaby, U. of Alberta; Royston Greenwood, U. of Alberta
   Personnel Migration and the Emergence of the "Mega-law" Form, Nina Shah, U. of Illinois; Matthew Kraatz, U. of Illinois
   Radical Change in an Organizational Field: Health Care in Alberta, Trish Reay, U. of Alberta
   Why Don't Things Last as Long as They Used To? How Professional's Mobility Affects the Rise of Transactional Exchange in Advertising, Joseph P. Broschak, U. of Illinois, Urbana-Champaign
   Resisting and Reshaping Recipes: The Politics and Processes of Breaking Ranks, Royston Greenwood, U. of Alberta; Roy R. Suddaby, U. of Alberta
   Discussant: Huseyin Leblebici, U. of Illinois

724. Paper Session: Determinants and Consequences of Organizational Ownership
   • 12:20- 2:10 Sheraton Centre: Kent
   Chair: Thomas G. Cummings, U. of Southern California
   Published in Conference Proceedings
   Altruism and Agency in Family Firms, William S. Schulze, U. of Connecticut; Michael Lubatkin, U. of Connecticut; Richard N. Dino, U. of Connecticut
   Turning Up the Volume: Shareholder Mobilization and Field-Level Change, W. Trexler Profitt Jr., Northwestern U.
   Ownership Structure and the Strategic Decision Process: A Comparative Case Study, Davide Ravasi, SDA Bocconi Graduate School of Management; Alessandro Zattoni, SDA Bocconi Graduate School of Management
   Discussant: Donald Palmer, U. of California, Davis

725. Paper Session: Complexity Theory and Organization
   • 12:20- 2:10 Sheraton Centre: Kenora
   Chair: Paul Fouts, Golden Gate U.
   Requisite Variety & Complexity Theory: Simple Organizations, Complex Individuals, Gerard Farias, Loyola U., Chicago; Janice A. Black, New Mexico State U.
   Organizational Complexity and Endogenous Uncertainty, Mihnea Moldoveanu, U. of Toronto
   Complexity Theory: Implications for Research in Inter-Organizational Relations, Barry A. Colbert, York U.
   Distinguishing Complexity Based Theories from Witchcraft: Some Necessary Conditions, Jyoti B. Rahi, London Business School
   Discussant: John M. Usher, Memorial U. of Newfoundland

   • 12:20- 2:10 Royal York: Concert Hall

215. JS: OMT) A Time to Reflect: Constructing Knowledge and Alternative Modes of Investigation in Organization and Management Theory
   • 12:20- 2:10 Sheraton Centre: Civic Ballroom

217. JS: OMC, OMT) Expressing Organizations: Connecting Identity, Reputation and the Corporate Brand
   • 12:20- 2:10 Royal York: Alberta
### Monday 2:30PM

**726. Symposium: It's About Time: Bringing Time Back In**
- **Time**: 2:30-3:50
- **Location**: Sheraton Centre: Kenora
- **Chairs**: Thekla Rura-Polley, Queens Univ. of Technology; Stewart Clegg, U. of Technology, Sydney
- **Discussant**: Peter Anthony Clark, U. of Birmingham, UK
- **Topics**:
    - Thekla Rura-Polley, Queensland U. of Technology; Tyrone Stephan Pitsis, Queensland U. of Technology; Stewart Clegg, U. of Technology, Sydney; Marton Marosszeky, U. of New South Wales, Australia
  - Managing the "Liability of Deviance": The Organizational Consequences of Downsizing and the Role of Managerial Attention.
    - Boris Kabanoff, Queensland U. of Technology; Ian Palmer, U. of Technology, Sydney; Shane Brown, Queensland U. of Technology

**727. Paper Session: The Organizational Theory of Financial Institutions**
- **Time**: 2:30-3:50
- **Location**: Sheraton Centre: Kent
- **Chair**: Joseph J. Galaskiewicz, U. of Minnesota
- **Discussant**: Eric Abrahamson, Columbia U.
- **Presentations**:
  - Professional Influence: The Effects of Finance Professionals on Acquisition Financing and Performance.
    - Mathew Hayward, London Business School
    - Michael Jensen, Northwestern U.
  - Reciprocity and Power in the Venture Capital Market.
    - Mikolaj Jan Piskorski, Harvard U.
  - Ambiguity in Markets: Mergers in the U.S. Commercial Banking Industry.
    - Lisa Haueisen, Harvard U.

**728. Paper Session: Institutional Theory and Change**
- **Time**: 2:30-3:50
- **Location**: Sheraton Centre: Huron
- **Chair**: James D. Westphal, U. of Texas, Austin
- **Discussant**: Eugene Marchese, Cornell U.
- **Presentations**:
    - E. Geoffrey Love, Rice U.
  - The Triumph of Commercialism: Mergers Between Accounting Firms and The Transformation of The Professional Archetype.
    - Laura Empson, U. of Oxford
  - The Globalization, Diversity and Change in Professional Services Firms: Bob Hinings, U. of Alberta
  - The Organizational Consequences of Financial Globalization and Social Structure: How Organizations Adapt to Socio-Political Changes.
    - Robert Stern, Cornell U.

### Monday 4:10PM

**729. Symposium: Professional Services Firms: Variation and Transformation**
- **Time**: 4:10-5:20
- **Location**: Sheraton Centre: Huron
- **Chair**: Cathy Enz, Cornell U.
- **Discussant**: Christopher McKenna, Johns Hopkins U.
- **Presentations**:
  - Explaining Transformation in Successful Law Firms: The Use of Reflexive Archetypes.
    - John Gray, U. of Western Sydney
  - The Professional Services Firms: Variation and Transformation.
    - Joseph J. Galaskiewicz, U. of Minnesota
  - The Organizational Consequences of Individual Identity Processes: Empirical Studies from Action and Discourse Analytic Perspectives.
    - Daniel L. Diamond, Emory U.

### Monday 5:30PM

**730. OMT Business Meeting and Social Hour**
- **Time**: 5:30-7:00
- **Location**: Sheraton Centre: Kenora
- **Chair**: Joseph F. Porac, Emory U.

### Tuesday 8:30AM

**731. OMT Business Meeting and Social Hour**
- **Time**: 5:30-7:00
- **Location**: Sheraton Centre: Kenora
- **Chair**: Joseph F. Porac, Emory U.

**732. Symposium: The Organizational Consequences of Individual Identity Processes: Empirical Studies from Action and Discourse Analytic Perspectives**
- **Time**: 8:30-10:00
- **Location**: Sheraton Centre: Civic Ballroom
- **Chair**: Joseph F. Porac, Emory U.

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**Floor Plans:**
- Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Paper Session: Knowledge Management, Knowledge Markets, and Knowledge Workers
- 2:00- 3:20 Sheraton Centre: Kent
  Chair: Nina Shah, U. of Illinois
  Competing for Attention in Knowledge Markets, Morten Hansen, Harvard U.; Martine Haas, Harvard U.
  Knowledge Integration: A New Approach to the Role of Middle Management, Sergio Mattos Janczak, HEC Montreal
  The Antagonistic Nature of Knowledge Management: Why Maintaining a Balance between Knowledge Exploration and Exploitation is Difficult, Peter McNamara, City U., London
- Getting Help and Letting Go: How Outsourcing Knowledge Work Affects Project Performance, Pamsy P. Hui, U. of Texas, Austin; Alison Davis-Blake, U. of Texas; Joseph P. Broschak, U. of Illinois, Urbana-Champaign
  Discussant: Michael K. Moch, Michigan State U.

Paper Session: Institutional Theory and Strategic Management
- 2:00- 3:20 Sheraton Centre: Huron
  Chair: Jacques Rojot, U. of Paris, Sorbonne
  How We Decide What We Do: The Impact of Institutional Support on Organizational Change, Marvin Washington, Texas Tech U.; Marc J. Ventresca, Northwestern U.
  Published in Conference Proceedings
  The Impact of Ownership Type On Diversification Strategy and Performance, David L. Kang, Harvard U.
  Strategy, Institutions, or Both? A Reformulation of Uncertainty, Serghei Floricel, U. du Québec à Trois-Rivières; Silvia Dorado, McGill U.
  From Hierarchies to Markets: The Deregulation of the Electric Utility Industry, Wesley Sine, Cornell U.
  Discussant: Michael Lounsbury, Cornell U.

Paper Session: Social Capital in Organizations: Examining Individual and Communal Models
- 2:00- 3:20 Sheraton Centre: Civic Ballroom

Session: Towards a Knowledge and Motivation Based Theory of the Firm
- 3:40- 5:20 Sheraton Centre: Kenora
  Chairs: Bruno S. Frey, U. of Zurich; Margit Osterloh, U. of Zurich
  Front-Face, Back-Face: Combining Task-Oriented and Uncertainty-Resolving Knowledge Systems, J. C. Spender, New York Institute of Technology
  A Firm as a Knowledge Creating Entity: A New Perspective on the Theory of the Firm, Ikujiro Nonaka, Hitotsubashi U.; Ryoko Toyama, Japan Advanced Institute of Science & Technology; Akiya Nagata, Japan Advanced Institute of Science & Technology
  Crowding Out Intrinsic Motivation: Theory and Empirical Evidence, Bruno S. Frey, U. of Zurich
  Integrating of Crowding Theory with the Theory of the Firm, Margit Osterloh, U. of Zurich; Jutta Frost, U. of Zurich
  Discussant: Nicolai J. Foss, U. of Copenhagen

Session: CEOs and Top Management Teams
- 3:40- 5:20 Sheraton Centre: Huron
  Chair: Richard S. Blackburn, U. of North Carolina
  Exit or Loyalty: The Effects of Compensation on CEO Turnover, Maria Hasenhuttl, U. of Texas, Dallas; J. Richard Harrison, U. of Texas, Dallas
  A Contingency Perspective on Top Executive Pay and Promotion, Mason A. Carpenter, U. of Wisconsin, Madison; James Wade, U. of Wisconsin, Madison; Charles A. O'Reilly III, Stanford U.
  Discussant: James P. Walsh, U. of Michigan

Session: Understanding the Impact of Institutions
- 3:40- 5:20 Sheraton Centre: Huron
  Chair: Patricia Thornton, Duke U.
  Mimetic Pressures versus the Market for Corporate Control, J. Timothy Goines, Benedictine U.; Sharon L. Gorrell, Benedictine U.
  Analyst Coverage, IPO Performance, and the Pace of Market Learning, Sarah Clay Mavrinac, U. of Western Ontario
  Isomorphism in Reverse: How Macrocultural Forces Have Worked Against the "Inexorable Homogenization"

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6


**Hypothesis**, Eric M. Jackson, Columbia U.; Donald C. Hambrick, Columbia U.; Sydney Finkelstein, Dartmouth College

**Managing in Transition: Institutional Management and Organizational Change**, Pablo Martin de Holan, U. of Alberta

Discussant: Tina Dacin, Texas A&M U.

287. **SIT**: Extending the Psychological Contract
   - 3:40- 5:20 Royal York: Saskatchewan

364. **IP**: Relationships
   - 3:40- 5:20 Royal York: Canadian 3

365. **IP**: Decision Making Systems
   - 3:40- 5:20 Royal York: Canadian 4

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**Wednesday 8:30AM**

744. Paper Session: **Organizational Adaptation and Survival**
   - 8:30- 10:20 Sheraton Centre: Kenora
   - Chair: Charles Galunic, INSEAD
   - Structuring Temporary Systems for High Reliability. Gregory A. Bigley, U. of Cincinnati; Karlene H. Roberts, U. of California
   - Testing Theories of Organizational Growth and Decline
   - Using Hierarchical Linear Modeling. Joseph J. Galaskiewicz, U. of Minnesota; Myron Dowell, U. of Minnesota; Wolfgang Bielefeld, Indiana U.
   - The Dynamics of Disaster: Using Simulation to Understand Interruptions, Stress, and Organizational Collapse. Jenny W. Rudolph, Boston College; Nelson Peter Repenning, Massachusetts Institute of Technology
   - Discussant: Gautam Ahuja, U. of Texas, Austin

250. **JS**: *(MOC, BPS, OMT)* The Strategic Use of the Past for the Present and Future: Organizational History and Changes in Image, Identity, & Reputation
   - 8:30- 10:20 Hilton: McDonald

252. **JS**: *(OMT, OB)* Fear of Being Honest: Silence and Self-Censorship in Organizational Settings
   - 8:30- 10:20 Sheraton Centre: Conference Room D&E

253. **JS**: *(CM, OB, OMT)* Negative Relationships in Social Networks in the Workplace
   - 8:30- 10:20 Royal York: Alberta

291. **SIT**: Interorganizational Networks
   - 8:30- 10:20 Sheraton Centre: Windsor West

292. **SIT**: The Value of Social Capital
   - 8:30- 10:20 Sheraton Centre: Windsor East

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**Wednesday 8:50AM**

   - 8:50- 10:20 Sheraton Centre: Dominion Ballroom N

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203. **SHCS**: *(BPS, OMT)* The Embeddedness of Competitive Behavior: Emerging Perspectives
   - 10:40- 12:00 Sheraton Centre: Ballroom West

204. **SHCS**: *(HCM, ODC, OMT)* Comparative Practices and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems
   - 10:40- 12:00 Royal York: Territories

255. **JS**: *(MH, MED, OMT)* Management Milestones of the Late 20th Century: The Presidents Speak
   - 10:40- 12:00 Royal York: Concert Hall

258. **JS**: *(GDO, OMT)* The Staying Power of Status Hierarchies and Their Effects in Organizations
   - 10:40- 12:00 Royal York: Alberta

259. **JS**: *(IM, OMT)* Applying Institutional Theory in International Contexts
   - 10:40- 12:00 Sheraton Centre: Dominion Ballroom N

298. **SIT**: Knowledge: Flows and Absorption
   - 10:40- 12:00 Royal York: New Brunswick

294. **SIT**: Mapping Archetypes and Cognitions
   - 10:40- 12:00 Royal York: Saskatchewan

254. **SIT**: Types of Efficacy and their Effects
   - 10:40- 12:00 Sheraton Centre: Windsor West

384. **IP**: Perceptions and Their Implications
   - 10:40- 12:00 Royal York: Canadian 5

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**Wednesday 12:20PM**

262. **JS**: *(ODC, OB, OMT)* Conversations in Advancing Research on Organizational Change
   - 12:20- 2:10 Royal York: Ontario

264. **JS**: *(BPS, OMT)* "Flying in Formation" or "Collision Course"?: Alternative Perspectives on Competition in the Context of the Airline Industry
   - 12:20- 2:10 Sheraton Centre: Civic Ballroom

265. **SIT**: *(OMT, TIM, MOC)* Lessons from Y2K -- Transforming Worldwide Path Dependence through Elements of: Smart Global Change Management, Myth and Ceremony, and Good Luck
   - 12:20- 2:10 Royal York: Alberta

**Wednesday 10:40AM**

745. Paper Session: **Organizational Processes and Organizational Change**
   - 10:40- 12:00 Sheraton Centre: Huron
   - Chair: Marshall J. Schminke, U. of Central Florida
<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>1:00pm</td>
<td>746. Effective International Business Consultancy • RY:Alberta</td>
<td>1. SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
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<tr>
<td>3:00pm</td>
<td>747. Accelerating Organization Development • RY:Quebec</td>
<td>2. SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>6:00pm</td>
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<td>3. SPDW: OMT/GO/ODC Doctoral Consortium • SC:Canadian</td>
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<td>7:00pm</td>
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<td>4. SPDW: CMSW Reception for Arriving Critics • SC:Conference Room B&amp;C</td>
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<td>7:30am</td>
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<td>5. SPDW: CWSM Breakfast • RY:Ontario</td>
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<td>6. SPDW: OMT/GO/ODC Doctoral Consortium • SC:Ontario</td>
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<td>7. SPDW: CMSW: Practice/Activity Theory • RY:Ontario</td>
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<td>8. SPDW: CMSW: Teaching Critically • RY:Tudor 7</td>
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<td>9. SPDW: New Doctoral Students Consortium • RY:Upper Canada</td>
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<td>10. SPDW: Stakeholder Learning Dialogs • SC:Norfolk</td>
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<td>11. SPDW: Social Time • RY:Ballroom</td>
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<td>12. SPDW: CWSM: Critical Perspectives on Strategy • RY:Tudor 7</td>
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<td>6:00pm</td>
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<td>13. SPDW: CMSW Reception and Roundtables • RY:Ballroom</td>
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<td>7:00pm</td>
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<td>14. SPDW: All Doctoral Students Reception • RY:Upper Canada</td>
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<tr>
<td>7:30pm</td>
<td>752. Welcome for New Doctoral Students • RY:Saskatchewan</td>
<td>15. SPDW: CWSM: Organizational Meeting and Breakfast • RY:Ballroom</td>
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<td>16. SPDW: CWSM: Organizational Meeting and Breakfast • RY:Ballroom</td>
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<td>17. SPDW: OMT/GO/ODC Doctoral Consortium • SC:Canadian</td>
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<td>10:30am</td>
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<td>18. SPDW: CMSW: Critical Research in the Management Journals • RY:British Columbia</td>
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<td>8:30am</td>
<td>753. Management Rhetoric in Times of Change • RY:Conederation 5</td>
<td>19. SPDW: Gender, Work, and Employment in Academia • RY:British Columbia</td>
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<tr>
<td>10:30am</td>
<td>754. Doctoral Consortium for Doctoral Program • RY:Manitoba</td>
<td>20. SPDW: Organizational Research and Methods • RY:Ontario</td>
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<td>8:00am</td>
<td>755. Division Welcome and Breakfast • RY:Library</td>
<td>21. SHCS: Virtual Teams vs Traditional Teams • SC:Dominion Ballroom</td>
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<tr>
<td>10:40am</td>
<td>756. Interpreting Organizational Change • RY:Library</td>
<td>22. JS: Reaching for the Rainbow • RY:Alberta</td>
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<td>2:30pm</td>
<td>758. Expanding Action Research • RY:Library</td>
<td>24. JS: Whole Systems Change • RY:Territories</td>
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<tr>
<td>4:10pm</td>
<td>760. Festival, Spectacle and Carnival • RY:Library</td>
<td>25. SIT: Silence and Discourse • SC:Windsor West</td>
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<td>8:30am</td>
<td>761. Changing Attitudes, Culture and Structure • RY:Library</td>
<td>26. SIT: Change Management Issues • RY:Canadian 8</td>
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<td>10:30am</td>
<td>762. Beyond Linear Change Logics • RY:Library</td>
<td>27. SIT: Dynamics in Managing Change • RY:Canadian 9</td>
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<td>2:00pm</td>
<td>763. Learning From the Times • RY:Library</td>
<td>28. SIT: Revolutionary &amp; Continuous Change • SC:Windsor East</td>
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<td>3:40pm</td>
<td>764. Distinguished Speakers: William Torbert &amp; Pat Canavan • RY:Library</td>
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<td>5:30pm</td>
<td>765. ODC Business Meeting and Awards Ceremony • RY:Library</td>
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<td>6:30pm</td>
<td>766. ODC Social Hour • RY:Library</td>
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<td>8:00am</td>
<td>767. Continental Breakfast • RY:Library</td>
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<td>768. Sustainable Work Systems • RY:Library</td>
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<td>769. Developing Change Capabilities • RY:Library</td>
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<td>12:20pm</td>
<td>770. The Temporality of Improvisation • RY:Territories</td>
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<tr>
<td>1:00pm</td>
<td>771. Changing Organizational Design Configurations • RY:Library</td>
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</table>
746. Effective International Consulting: What Does It Take To Be An Effective International Business Consultant?
   • 1:00 - 4:30 Royal York: Alberta
   As international business grows, so does international OD.
   Chairs: Thomas C. Head, Roosevelt U.; Therese F. Yaeger, Benedictine U.
   Panel: Joanne C. Preston, Pepperdine U.; Robert T. Golombiewski, U. of Georgia; Henrik Holt Larsen, U. of Copenhagen; Jesper Döpping, U. of Copenhagen; Chunhui Ma, Roosevelt U.; Terry R. Armstrong, Emerson College

747. Accelerating Organization Development by Leveraging Practices, Values and Perspectives
   • 1:00 - 4:00 Royal York: Quebec
   Panelists Include American Society for Quality Executives and a representative from a Baldridge award winner.
   Organizers: Chip Chesmore, Deere & Company; Gina Hinrichs, Deere & Company; Mary Lou Kotecki, John Deere Health
   Presenters: Mary Lou Kotecki, John Deere Health; Gary Foss, Medtronic Inc.
   Discussant: James D. Ludema, Benedictine U.
   Presenter: Gregory Watson, American Society for Quality

81. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop
   • 1:00 - 6:00 Sheraton Centre: Norfolk

82. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop
   • 3:00 - 6:00 Sheraton Centre: York

83. SPDW: (OMT, OB, ODC) OMT/OB/ODC Doctoral Consortium -- Friday Welcome Session
   • 6:00 - 8:00 Sheraton Centre: City Hall

85. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critters
   • 6:00 - 9:00 Sheraton Centre: Conference Room B&C

748. ODC Hospitality Suite: Welcome and Orientation for International Members and Newcomers
   • 7:00 - 8:00 Royal York: British Columbia
   Info about the broad spectrum of activities and opportunities to be found on the pre-conference.
   Hosts: Henrik Holt Larsen, U. of Copenhagen; Lynda Kilbourne, Xavier U.

86. SPDW: (BPS, CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Breakfast
   • 7:30 - 8:00 Royal York: Ontario

87. SPDW: (OMT, OB, ODC) OMT/OB/ODC Doctoral Consortium -- Saturday Session
   • 8:00 - 5:00 Royal York: Canadian

90. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary: What's Critical about Critical Management Studies?
   • 8:00 - 10:00 Royal York: Ontario

91. SPDW: (MED, ODC) Making Learning Real: The Ohio Model. Workshop on Integrated, Problem-based Learning
   • 8:00 - 12:00 Sheraton Centre: Dufferin

92. SPDW: (MED, ODC, ONE, SIM) Making Time to Talk: Stakeholder Learning Dialogs
   • 8:00 - 9:00 Sheraton Centre: Conference Room D
Saturday 1:30PM

109. SPDW:{MED, MOC, ODC, ONE, SIM} Reflecting on & Applying Learning on Stakeholder Dialog
   • 1:30- 3:30 Sheraton Centre: Conference Room D

Saturday 2:30PM

111. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
   • 2:30- 5:30 Royal York: Ontario

112. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   • 2:30- 5:30 Royal York: Tudor 7

Saturday 5:30PM

115. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW Reception and Refereed Paper Roundtables
   • 5:30- 7:30 Royal York: Ballroom

Saturday 6:00PM

116. SPDW:{NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM} All Doctoral Students Reception
   • 6:00- 8:00 Royal York: Upper Canada

Saturday 7:00PM

752. ODC Hospitality Suite: Welcome for New Doctoral Students
   • 7:00- 8:00 Royal York: Saskatchewan
   Info about the broad spectrum of activities especially valuable to new doctoral students
   Hosts: Henrik Holt Larsen, U. of Copenhagen; Lynda Kilbourne, Xavier U.

Saturday 7:30PM

117. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW: Social Time
   • 7:30- 8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW Organizational Meeting and Breakfast
   • 7:00- 8:00 Royal York: Ballroom

Sunday 8:00AM

120. SPDW:{OMT, OB, ODC} OMT/OB/ODC Doctoral Consortium -- Sunday Session
   • 8:00- 12:00 Royal York: Canadian

   • 8:00- 10:30 Royal York: Ballroom

123. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW: Gender and Tenure In Academe
   • 8:00- 10:30 Royal York: British Columbia

Sunday 8:30AM

753. Management Rhetoric in Times of Change
   • 8:30- 12:00 Royal York: Confederation 5
   We will discuss the role and importance of rhetoric in organization studies.
   Organizers: Leif Melin, Jönköping International Business School; Tomas Mullern, Jönköping International Business School; Johan Stein, Stockholm School of Economics
   Presenters: Leif Melin, Jönköping International Business School; Tomas Mullern, Jönköping International Business School; Johan Stein, Stockholm School of Economics

754. Doctoral Consortium for Executive/ Alternative Doctoral Program in OD and Management
   • 8:30- 12:00 Royal York: Manitoba
   Alternative delivery formats, and characteristics of student body
   Chairs: Sven Kylen, Stockholm School of Economics; Therese F. Yaeger, Benedictine U.
   Panel: Paul Salipante, Case Western Reserve U.; Jyotsna Sanzgiri, California School of Professional Psychology; Mitchell Kusy, U. of St. Thomas; Diane Stoy, U. of St. Thomas; Peter Sorensen, Benedictine U.; Kurt Motamedi, Pepperdine U.; Henrik Holt Larsen, U. of Copenhagen; Sharon Confessore, George Washington U.; Victoria Marsick, Columbia U.

127. SPDW:{OB, BPS, HR, ODC, OMT, RM} All Times Are Not The Same: A Workshop on Temporal Questions in Organizational Research and Methods for Studying Them
   • 8:30- 12:00 Royal York: Ontario

Sunday 10:30AM

134. SPDW:{CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM} CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   • 10:30- 12:00 Royal York: Ballroom

Monday 8:00AM

755. ODC Division Welcome and Continental Breakfast
   • 8:00- 8:30 Royal York: Library
   Program Chair: Ronald E. Purser, San Francisco State U.

Monday 8:30AM

756. Paper Session: Advances in Organizational Diagnosis and Change Interventions: Empirical Findings from the Field
   • 8:30- 10:20 Royal York: Library
   Chair: Craig C. Lundberg, Cornell U.
   Beyond the Single Intervention Study: A Collaborative Research Project to Investigate Organizational Change. Alannah Eileen Rafferty, Queensland U. of Technology; Mark Anthony Griffin, Queensland U. of Technology
   Winner of ODC Division Best Practice-Related Paper Published in Conference Proceedings
   The Use of Appreciative Inquiry for Reducing Turnover: A Field Experiment, David Jones, Benedictine U.
   Social Network Analysis in Organizational Diagnosis, John L. Michela, U. of Waterloo; Jane Webster, U. of Waterloo; W. Warner Burke, Columbia U.
**Managing Interactions, Sequencing and Momentum**

Virtual Teams are From Traditional Teams

**Form for the New Century?** A Multi-disciplinary Research and Critical Inquiry into Managing Diversity

U. of Queensland, Australia

Copenhagen; Ram Tenkasi, Benedictine U.; Gavin Michael Schwarz, Discussants: Green State U.

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**Monday 10:40AM**

| 757. | Paper Session: Interpreting Organizational Change: The Role of Language, Values and Human Experience |
|      | 10:40- 12:00 Royal York: Library |
|      | *Chair: David M. Boje, New Mexico State U.* |
|      |  Do Humanistic Values Matter?, Ouy Nguyen-Huy, INSEAD |
|      | Published in Conference Proceedings |
|      | Talking Change, Changing Talk: The Case of a High Technology Research Organization, Ellen O'Connor, Chronos Associates |
|      | Remembrance of Things Past? Intergroup Conflict, Development and Parternalism in Talk of Organizational Change, Julie Rosalind Wolfram Cox, Monash U. |
|      | Corporate Art and the Framing of Time in Organizations: The Symbolic Construction of Time Through Aesthetic Discourse, Nick Nisley, Antioch U. |
|      | Discussants: Max Elden, U. of Houston; Henrik Holt Larsen, U. of Copenhagen; Ram Tenkasi, Benedictine U.; Gavin Michael Schwarz, U. of Queensland, Australia |

|      | 10:40- 12:00 Royal York: Alberta |

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**Monday 12:20PM**

| 758. | Paper Session: Implementing Large-Scale Change: Managing Interactions, Sequencing and Momentum |
|      | 12:20- 2:10 Royal York: Library |
|      | *Chair: Frances A. Viggiani, Alfred U.* |
|      | A Longitudinal Case Study of the Interplay Between Agency and Structure Across Hierarchical Levels in Organizational Transformation, Gitanjali Sharma, U. of Manitoba; Bruno Dyck, U. of Manitoba; Parshotam Dass, U. of Manitoba |
|      | A Longitudinal Examination of Momentum During Culture Change, Karen J. Jansen, Pennsylvania State U. |
|      | The Effect of Sequencing on Implementation Success: What is Changed First and Last, and Does it Matter?, Inger Stensaker, Norwegian School of Economics and Business Administration; Anne Cathrin Haueng, Norwegian School of Economics and Business Administration |
|      | Effective Organizational Change: New Insights From Multi-Level Analysis of the Organizational Change Process, Karen S. Whelan-Berry, Samford U.; Judith R. Gordon, Boston College |
|      | Published in Conference Proceedings |
|      | Discussants: Samir Youssef, American U.; Steven H. Cady, Bowling Green State U. |

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**Monday 2:30PM**

|      | 2:30- 3:50 Royal York: Library |
|      | Action researchers from North America and Europe discuss micro interpersonal to macro network studies |
|      | *Chairs: Hilary Bradbury, Case Western Reserve U.; Peter Reason, U. of Bath* |
|      | Practical Skills as a Necessary Basis for Knowledge Claims, Olav Eikeland, Work Research Institute |
|      | Mirrors in Mirrors, Erica Gabrielle Foldy, Boston College; Steven S. Taylor, Boston College; Jenny W. Rudolph, Boston College |
|      | Appreciative Inquiry: The Power of the Unconditional Positive Question, James D. Ludema, Benedictine U. |
|      | Clinical Inquiry and Related Research, Joe McDonagh, U. of Dublin; David Coghlan, U. of Dublin |
|      | Action Research to Develop an Interorganizational Network, Rupert F. Chisholm, Pennslyvania State U., Harrisburg |
|      | Discussant: Bjorn Gustavsen, Institute of Working Life, Norway |

| 221. | JS:(ODC, MC) Whole Systems Change: How Far Can We Go? |
|      | 2:30- 3:50 Royal York: Canadian 9 |

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**Monday 4:10PM**

| 760. | Symposium: Festival, Spectacle, and Carnival: Theatrics of Organization Development and Change |
|      | 4:10- 5:20 Royal York: Library |
|      | The Toronto group, Mixed Company, will involve the audience in theatrical performances of consultation |
|      | *Chairs: David M. Boje, New Mexico State U.; Grace Ann Rosile, New Mexico State U.* |
|      | Overview: Spectacle, Carnival, and Festival Time, David M. Boje, New Mexico State U. |
|      | Directing Theatrics Events, Simon Malbogat, Mixed Company |
|      | Management and OD as Poetic Performance, Grace Ann Rosile, New Mexico State U. |
|      | Discussants: Tojo Joseph Thatchenkery, George Mason U.; Robert P. Gephart, U. of Alberta |

| 278. | SIT: Revolutionary and Continuous Change |
|      | 4:10- 5:30 Sheraton Centre: Windsor East |

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**Tuesday 8:30AM**

| 761. | Paper Session: Changing Attitudes, Culture and Structure: Multiple Perspectives |
|      | 8:30- 10:30 Royal York: Library |
|      | *Chair: Laurie Larwood, U. of Nevada* |
|      | Organizational Culture and Quality of Work Life: A Competing Values Perspective, Eric A. Goodman, Colorado Technical U.; Ray F. Zammuto, U. of Colorado; Blair D. Gifford, U. of Colorado |

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B154 Legend: ☯= theme, ☯= teaching, ☯= management practice, ☯= international, Other abbreviations p. A38 - 39
**Employee Adjustment During Organizational Change:** The Role of Climate, Social Support, Negative Affect and Situational Appraisals, Angela Jayne Martin, Griffith U.; Elizabeth S. Jones, Griffith U.

**Changing Employee Attitudes: Transformational Leader Behaviors’ (TLBs) Longitudinal Effects Upon Employee Cynicism About Organizational Change and General Job Satisfaction,** William H. Bommer, Georgia State U.; Gregory A. Rich, Bowling Green State U.

**Has the Profile of Effective Organization Culture Changed over Time? A Look at Successful Transformational Change Implementation,** Jeanne A. Almaraz, California State Polytechnic U.

**Discussion**

**Tuesday 10:30AM**

762. **Paper Session: Beyond Linear Change Logics: Theorizing Challenges and Opportunities**

- 10:30-11:50 Royal York: Library
- **Chair:** Henrik Holt Larsen, U. of Copenhagen
- **Refining Change in Organizations:** The Equilibrium Logic and Beyond, Georg Schreyögg, Freie U. Berlin; Christian Noss, Freie U. Berlin
- **Winner of ODC Division Best Paper Published in Conference Proceedings**

- **Postdichotomous Realities in the Experience of Change Management,** Nic Beech, U. of Strathclyde; George Cairns, U. of Strathclyde
- **Organizational Adaptation in Transitional Economies: The Challenge of Cognitive and Behavioral Change,** Michael D. Lord, Wake Forest U.; Ivan P. Cimbalov, Volga Region Personnel Training Centre
- **Is Time Money? The Spirit, Theory, Practice, and Effects of Timely Action,** William Torbert, Boston College
- **Discussions:** Afonso Montuori, California Institute of Integral Studies; Peter Reason, U. of Bath

283. **SIT: Facilitating Organizational Learning**

- 10:30-11:50 Sheraton Centre: Windsor East

**Tuesday 2:00PM**

763. **Theme: Learning From the Times: A Large-Group Dialogue with Past ODC Division Chairs**

- 2:00-3:20 Royal York: Library
- **Join in a large-group dialogue with past Division Chairs as we reflect on the past, analyze the present and envision the future of Organizational Development and Change.**
- **Facilitators:** Phillip H. Mirvis, Independent Consultant; Kurt Motamedi, Pepperdine U.; George Roth, Massachusetts Institute of Technology/Society for Organizational Learning
- **Organizer:** Ronald E. Purser, San Francisco State U.

**Tuesday 3:40PM**

764. **Division: Distinguished Speakers: William Torbert, Boston College and Pat Canavan, Motorola**

- 3:40-5:20 Royal York: Library
- **Two Roads Diverged in a Yellow Road... after working together in the Yale PhD program and at SMU, Bill Torbert took the academic road toward Harvard, Boston College, and Developmental Action Inquiry, while Pat Canavan took the practitioner road to the senior vice-presidency at Motorola. Yet they remained friends and claim they do the same thing. How can that be? Come and see.**
- **Keynote Speakers:** William Torbert, Boston College; Pat Canavan, Motorola

**Wednesday 8:00AM**

767. **Continental Breakfast**

- 8:00-8:30 Royal York: Library
- **Chair:** A.B. (Rami) Shani, California Polytechnic State U., San Luis Obispo

**Wednesday 8:30AM**

768. **Symposium: From Intensive to Sustainable Work Systems: Beyond Time Limitations in the European Context**

- 8:30-10:20 Royal York: Library
- **International policy makers and action researchers share their findings on innovative forms of work organization**
- **Chairs:** Frans M. Van Ejnatten, Eindhoven U. of Technology; A.B. (Rami) Shani, California Polytechnic State U., San Luis Obispo
- **Exploring the Concept of Sustainable Work Systems,** Jan Forslin, Royal Institute of Technology, Stockholm
- **Sustainable Work Systems in Research and Development,** Manfred Moldschi, Technische U.
- **Sustainable Work Systems in Service,** Peter Docherty, National Institute for Working Life
- **Sustainable Work Systems: Design Principles,** Michael W. Stebbins, California Polytechnic State U., San Luis Obispo

**Wednesday 10:40AM**

769. **Paper Session: Developing Change Capabilities: Models and Recommendations**

- 10:40-12:00 Royal York: Saskatchewan
- **Chair:** Joanne C. Preston, Pepperdine U.
- **Developing Managerial Capabilities for Organizational Change,** Christopher M. Lucarelli, Rensselaer Polytechnic Institute; Lois S. Peters, Rensselaer Polytechnic Institute
- **Toward a Model of Individual Resistance to Change,** Jose Mauro C. Hernandez, EAESP-FGV, Fundação Getúlio Vargas; Miguel P. Caldas, EAESP-FGV, Sao Paulo, Brazil
Predicting Organizational Change Success: Matching Organization Type, Change Type and Capabilities, Robert Waldersee, Queensland U. of Technology; Andrew Brent Griffiths, Queensland U. of Technology; Jessica Lai, Queensland U. of Technology


Discussants: Asya Pazy, Tel-Aviv U.; Therese F. Yaeger, Benedictine U.

204. SHCS (HCM, ODC, OMT) Comparative Practices and Temporal Processes of Integrating Physicians and Clinics in Healthcare Systems
- 10:40-12:00 Royal York: Concert Hall

Wednesday 12:20PM

- 12:20-2:10 Royal York: Territories
This symposium has been designed for those interested in challenging traditional concepts of time/space, and investigating the potential role of improvisation in organisations.
Chair: Claudio Ciborra, U. of Bologna, Italy
Improvisation and a New Notion of Time, Claudio Ciborra, U. of Bologna, Italy
Time-Space and Temporality-Place in Structuration Meta-Theory: Revisions and New Times, Peter Anthony Clark, U. of Birmingham, UK
Illustrations of Irony from the Futures Industry: Managing Contemporaneously, Susan Valerie Scott, London School of Economics
Recovering Time in our Analyses of Globalization and Information Technology, Michael Barrett, U. of Alberta
Discussant: Wanda J. Orlikowski, Massachusetts Institute of Technology

262. JS (ODC, OB, OMT) Conversations in Advancing Research on Organizational Change
- 12:20-2:10 Royal York: Ontario

Wednesday 1:00PM

771. Paper Session: Changing Organizational Design Configurations: Revisioning Theory and Practice
- 1:00-3:10 Royal York: Library
Chair: Harvey Kolodny, U. of Toronto
Then and Now: Effects of Two Decades of Structural Contingency Theory on Academic Medical Centers, Jean Livingston, Benedictine U.
Alignment as a Meta-Construct and the Role of ‘Fit’ in Organizational Research, Joan Ellen Mann, Old Dominion U.; Mukesh Rohatgi, Old Dominion U.
The Dynamics of Change in Law Firms: Transformation or Sedimentation?, Namrata Malhotra, Queensland U. of Technology
The Reincarnation of Hierarchy: An Examination of the Resilience of Organizational Hierarchy Under the Influence of Information Technology Innovation, Gavin Michael Schwarz, U. of Queensland, Australia; Arthur D. Shulman, U. of Queensland, Australia
Organizational Behavior
Program Chair: Terence R. Mitchell, U. of Washington
Professional Development Workshop Chair: Allen C. Bluedorn, U. of Missouri, Columbia

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<tr>
<th>Start</th>
<th>Division Program</th>
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<td>1:00pm</td>
<td>30. SPDW: Global Management and the Science of Time • Off:Ontario Science Centre</td>
<td>29. SPDW: Global Management and the Science of Time • Off:Ontario Science Centre</td>
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<td>3:00pm</td>
<td>31. SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
<td>28. SPDW: CMSW Junior Faculty Workshop • SC:York</td>
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<td>83. SPDW: OMT/ODC Doctoral Consortium • SC:City Hall</td>
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<td>7:30am</td>
<td>32. SPDW: CMSW: What’s Critical? • SC:City Hall</td>
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<td>33. SPDW: Teaching OB with Technology • Off:Ryerson Polytechnic U.</td>
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<td>34. SPDW: CMSW: Practice/Activity Theory • SC:City Hall</td>
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<td>35. SPDW: CMSW: Teaching Critically • SC:Ontario</td>
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<td>77. SPDW: CMSW: Interpretive Methods for Critical Research • SC:Ontario</td>
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<td>78. SPDW: CMSW: Critical Perspectives on Strategy • SC:Ontario</td>
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<td>79. Time, Health, and Well-Being • SC:Ontario</td>
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<td>80. SPDW: All Doctoral Students Reception • SC:Ontario</td>
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<td>81. SPDW: CMSW: Social Time • SC:Ontario</td>
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<td>85. SPDW: CMSW: Gender, Work, and Employment in Academia • SC:Ontario</td>
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Organizational Behavior
Program Chair: Terence R. Mitchell, U. of Washington
Professional Development Workshop Chair: Allen C. Bluedorn, U. of Missouri, Columbia

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<td>77. SPDW: Speeding Up Work: The Impact of Time • SC:Conference Room B&amp;C</td>
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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
### OB 202X

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<th>Time</th>
<th>Session</th>
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<tbody>
<tr>
<td>8:50am</td>
<td><strong>Micro Theory, Macro Behavior</strong> • SC:Conference Room B&amp;C</td>
<td><strong>Building Trust</strong> • SC:Conference Room G</td>
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<tr>
<td>9:00am</td>
<td><strong>Personality and Creativity</strong> • SC:Conference Room B&amp;C</td>
<td><strong>The Self in Organizations</strong> • SC:Conference Room G</td>
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<td>10:00am</td>
<td><strong>Emotional Labor</strong> • SC:Conference Room B&amp;C</td>
<td><strong>The Multiple Facets of Motivation</strong> • SC:Conference Room F</td>
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<td>11:00am</td>
<td><strong>Who We Are at Work: Personality Effects</strong> • SC:Conference Room G</td>
<td><strong>Cognitive Processes in Groups</strong> • SC:Conference Room B&amp;C</td>
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<tr>
<td>12:00pm</td>
<td><strong>Follower Perceptions of Leaders</strong> • SC:Conference Room B&amp;C</td>
<td><strong>Client-Service Relationships</strong> • SC:Conference Room B&amp;C</td>
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**Wednesday**

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<th>Time</th>
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<tr>
<td>8:30am</td>
<td><strong>Commitment: Causes and Consequences</strong> • SC:Conference Room F</td>
<td><strong>New Technologies</strong> • SC:Conference Room G</td>
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<tr>
<td>9:00am</td>
<td><strong>Team Composition: Heterogeneity and Fit</strong> • SC:Conference Room B&amp;C</td>
<td><strong>CMSW Doctoral Workshop</strong></td>
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<td>10:40am</td>
<td><strong>OMT/OB Junior Faculty</strong></td>
<td><strong>CMSW Junior Faculty Workshop</strong></td>
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<td>12:20pm</td>
<td><strong>Client-Service Relationships</strong> • SC:Conference Room B&amp;C</td>
<td><strong>CMSW Doctoral Workshop</strong></td>
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**Friday 1:00PM**

   - 1:00 - 8:00 Off Site: Ontario Science Centre

81. **SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop
   - 1:00 - 6:00 Sheraton Centre: Norfolk

**Friday 3:00PM**

82. **SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Junior Faculty Workshop
   - 3:00 - 6:00 Sheraton Centre: York

**Friday 6:00PM**

83. **SPDW:**(OMT, OB, ODC) OMT/OB/ODC Doctoral Consortium -- Friday Welcome Session
   - 6:00 - 8:00 Sheraton Centre: City Hall

84. **SPDW:**(OMT, OB) OMT/OB Junior Faculty Consortium
   - 6:00 - 9:00 Sheraton Centre: Simcoe & Dufferin

85. **SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critics
   - 6:00 - 9:00 Sheraton Centre: Conference Room B&C

**Saturday 7:30AM**

86. **SPDW:**(BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Breakfast

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**Legend:**
- **E** = theme, **= teaching, **management practice, **= international, Other abbreviations p. A38 - 39
SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
• 10:00-1:00 Royal York: Tudor 7

Saturday 2:30PM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
• 2:30-5:30 Royal York: Ontario

Saturday 3:00PM

A New Time For Health and Well-Being
• 3:00-5:00 Royal York: New Brunswick
See www.buec.udel.edu/OBWeb for more details.
Organizers: James Campbell Quick, U. of Texas, Arlington; Lois E. Tetrick, U. of Houston
Panel: Julian Barling, Queen’s U.; Michael L. Colligan, National Institute for Occupational Safety and Health; James Campbell Quick, U. of Texas, Arlington; Carla S. Smith, Bowling Green State U.; Lois E. Tetrick, U. of Houston
Discussant: Thomas A. Wright, U. of Nevada, Reno

Saturday 5:30PM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
• 5:30-7:30 Royal York: Ballroom

Saturday 6:00PM

NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
• 6:00-8:00 Royal York: Upper Canada

Saturday 7:30PM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
• 7:30-8:30 Royal York: Ballroom

Sunday 7:00AM

SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
• 7:00-8:00 Royal York: Ballroom

Sunday 8:00AM

SPDW: (OMT, OB) OMT/OB/ODC Doctoral Consortium – Sunday Session
• 8:00-12:00 Royal York: Canadian

• 8:00-10:30 Royal York: Ballroom

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Differences in Values and Work Styles

Discussant: B160

Legend: ☯= theme, ☯= teaching, ☯= management practice, ☯= international, Other abbreviations p. A38 - 39

Monday 9:00AM

774. Paper Session: Is it Fair? How These Judgments are Formed and Their Implications for Organizations
• 9:00-10:20 Sheraton Centre: Conference Room G
  Chair: Nancy P. Rothbard, Northwestern U.
  The Role of Distributive and Interactional Justice in Predicting Customer Recommendations: Evidence from the High Seas, Morgan Milner, Michigan State U.; Donald E. Conlon, Michigan State U.; Linn Van Dyne, Michigan State U.
  Action or Opportunity: A Further Examination of Voice Effects, Derek R. Avery, Rice U.; Miguel A. Quinones, Rice U.
  Two Images of Workplace Sabotage: Hot and Cold Deviance, Mark A. Seabright, Western Oregon U.; Marshall J. Schminke, U. of Central Florida
  Two Moderators of the Compensatory Effect of Justice: Prior Relationship and Prior Organizational Commitment, Jessica Yuk-Yee Kwong, Chinese U. of Hong Kong; Kwok Leung, City U. of Hong Kong
  Discussant: Daniel P. Skarlicki, U. of British Columbia

775. Paper Session: Effects of Cross-Cultural Differences in Values and Work Styles
• 9:00-10:20 Sheraton Centre: Conference Room F
  Chair: Herman Auquinis, U. of Colorado, Denver
  Cronyism and its Antecedents, Naresh Khatri, Nanyang Technological U.; Ai Geok Tjeng, Nanyang Technological U.; Ya Wen Cheng, Nanyang Technological U.; Wan Fuei Lee, Nanyang Technological U.
  Cross-Cultural Code Switching, Andrew Molinsky, U. of Southern California
  Cultural Schemas for Relational Sensitivity in the Workplace: A Test of Weber’s Theory on Ascetic Protestantism, Jeffrey Sanchez-Burks, U. of Southern California
  Cultural Work Styles, Relational Schemas and Prejudice Against Outgroups, Jeffrey Sanchez-Burks, U. of Southern California; Richard Nisbett, U. of Michigan; Oscar Ybarra, U. of Michigan
  Published in Conference Proceedings
  Dynamics of Homophily and Culture in the Multinational Workplace, Mooweon Rhee, Stanford U.
  Discussant: Mary Zalesny, Battelle

Monday 10:40AM

• 10:40-12:00 Sheraton Centre: Conference Room F
  Chair: John M. Maslyn, Vanderbilt U.
  How do Flexible Leaders Avoid the Image of Having No Backbone?: An Examination of the Role of Integrity, Robert Hooijberg, Rutgers U.; Jaepil Choi, Rutgers U.
  Emergent Leadership in Small Groups: The Role of Self-efficacy, Shane Spiller, U. of Montevallo; Steven L. Woodruff, Athens State U.
  Images in Words: Presidential Rhetoric, Charisma, and Greatness, Cynthia G. Emrich, Purdue U.; Holly H. Brower, Purdue U.; Jack M. Feldman, Georgia Institute of Technology; Howard Garland, U. of Delaware

An Investigation of the Vision Integration Process:
• Leadership, Communication, and a Reconceptualization of Vision, Jeffrey C. Kohles, State U. of New York, Buffalo; Michelle C. Bligh, State U. of New York, Buffalo

Is All Experience Created Equal? The Impact of Experience
• Type on Leader Effectiveness, Derek R. Avery, Rice U.; Scott Tonidandel, Rice U.; Kristin H. Griffith, Rice U.; Miguel A. Quinones, Rice U.
  Discussant: Chester A. Schriesheim, U. of Miami

777. Paper Session: Retention and Turnover: Causes of Attachment in Organizations
• 10:40-12:00 Sheraton Centre: Conference Room G
  Chair: Kenneth Thompson, DePaul U.
  Job Transfer Within a Downsizing Context: A Comparison of Promotion and Lateral Job Changers, Marjorie A. Armstrong-Stassen, U. of Windsor
  Using Accessible Reasons and Job Satisfaction Facets to Identify Specific Factors Underlying Turnover, James D. Westaby, Columbia U.; Barbara Feinberg, Columbia U.; John Perez, Columbia U.
  The Effects of Breach and Violation of Psychological Contracts: An Empirical Investigation, Anne Bourhis, HEC Montreal; Alain Gosselin, HEC Montreal; Marie-Josee Guilbault, Boutiques Jacob Inc.
  Discussant: Herbert G. Heneman III, U. of Wisconsin

179. SHCS:[CM, HR, OB] Puzzles and Paradoxes in Organizational Justice Research
• 10:40-12:00 Sheraton Centre: Ballroom Centre

210. SJ:[HR, BPS, OB] New Perspectives on HRM and Performance
• 10:40-12:00 Sheraton Centre: Civic Ballroom

212. SJ:[MOC, CM, OB] Examining Pace Within and Across Organizational Interfaces
• 10:40-12:00 Royal York: Confederation 3

272. SIT: When do Ethics and Integrity Matter?
• 10:40-12:00 Sheraton Centre: Windsor East

Monday 12:20PM

778. Symposium: Dissecting Trust - Empirical Insights and Methodological Advances
• 12:20-2:10 Sheraton Centre: Conference Room B&C
  Chair: Bill McEvily, Carnegie Mellon U.
  Virtual Swift Trust: Behavioral Effects in Nationally Heterogeneous Dyadic Teams, John Burrows, Tulane U.; Robert Folger, Tulane U.
  Trust, Leadership, and Team Performance: Evidence from NCAA Basketball, Kurt T. Dirks, Simon Fraser U.
A Longitudinal Study of Employees' Trust in Their Managers: Drivers of Stability & Change
Tony L. Simons, Cornell U.
Discussant: Tom Tyler, New York U.

779. Paper Session: Leader-Member Exchange (LMX): Extensions and Elaborations
Chair: J. C. Wofford, U. of Texas, Arlington
Examining the Exchange in Leader-Member Exchange (LMX): Identification of Dyadic Relational Styles and their Association with Key Attitudes and Behaviors, Mary Uhl-Bien, U. of Central Florida; John M. Maslyn, Vanderbilt U.
Published in Conference Proceedings

780. Paper Session: A Feature-Based Measure of Psychological Contracts

781. Paper Session: A Feature-Based Measure of Psychological Contracts

782. Paper Session: Social Aspects of Work: Socialization, Networks and Interpersonal Relationships
Chair: Anson Seers, Virginia Commonwealth U.
The Role and Development of Social Networks During Socialization, Elizabeth Wolfe Morrison, New York U.
Social Exchanges Within Organizations and Work Outcomes: The Importance of Local Relationships, Ravi Dharwadkar, Syracuse U.; Pamela Brandes, Syracuse U.; Michael Zuckerman, Syracuse U.
In Whom We Trust: Social Group Membership As An Affective-Cognitive Context for Trust Development, Michele Williams, U. of Michigan
Newcomer and Insider Proaction in Organizational Socialization, Elizabeth Weatherly, U. of Alabama, Huntsville; Christine Marie Riordan, U. of Georgia
Discussant: Dora C. Lau, U. of British Columbia

222. JS:(MOC, OB) Decision-Group Composition, Structure and Processes: Application of the Hidden Profile Paradigm to Group and Organizational Research
Chair: Joanna Leapheart Newman, U. of Arkansas

273. SIT: Perceiving Justice

274. Paper Session: Going the Extra Mile: Perspectives on OBs and Prosocial Behavior
Chair: Raymond T. Sparrowe, Cleveland State U.
Preferential Mistreatment: How Race Moderates the Relationship between Dispositional Aggressiveness, Organizational Citizenship Behavior, and Perceived Victimization in Organizations, Karl Aquino, U. of Delaware; William H. Bommer, Georgia State U.
Decomposing the Variance in Employees' Engagement in OCB: A Multi-Level Investigation, Dan J. Putka, Ohio U.; Jeffrey B. Vancouver, Ohio U.

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Putting a Good Face on Impression Management: Team Citizenship and Satisfaction, Nhung T. Nguyen, Virginia Commonwealth U.; Anson Seers, Virginia Commonwealth U.

Organizational Citizenship Behavior in the People's Republic of China, Jing-Lih Larry Farh, Hong Kong U. of Science and Technology; Chen-bo Zhong, Hong Kong U. of Science and Technology; Dennis W. Organ, Indiana U. Published in Conference Proceedings

We're in This Together: Interdependence and Social Identity as Predictors of Pro-Social Behavior and Self-Esteem in Organizations, Kent D. Fairfield, Columbia U.; Harvey Hornstein, Columbia U.

Discussion: Rob Moorman, Creighton U.

190. SHCS,(CM, OB, SIM) Ethics in Conflict and Negotiation

226. JS:(IM, OB) Social Capital and its Buzzwords, Bandwagons, and Boundaries: Critique and Theory Development from Multidisciplinary and Multinational Perspectives


276. SIT: Why Work-Family Conflict?

277. SIT: Leadership: History, Culture and Information

Monday 5:30PM

785. Meeting: OB Division Business Meeting

5:30- 6:45 Sheraton Centre: Conference Room F

Come join us and congratulate the OB Division’s award winners.
Chair: Ruth Kanfer, Georgia State U.

Monday 6:45PM

786. OB Division Social Hour

6:45- 8:00 Sheraton Centre: Conference Room B&C

Come join us and socialize
Chair: Sandra L. Robinson, U. of British Columbia

Tuesday 8:30AM

191. SHCS,(MOC, OMT, OB) Biological Bases for Behavior in Organizations: Human Evolution and its Implications for Organization Theory and Management Practice

231. JS:(GDO, CM, OB) Exploring the Conflict Dynamics of Faultline Structures in Diverse Work Groups

232. JS:(OMT, OB) Grounded Views of Knowledge Work

233. JS:(MOC, OB, HR) Investigating Group Transactive Memory in Field Settings: Empirical Examinations and Measurement Approaches

Tuesday 8:50AM

787. Symposium: Where Have All the Actors Gone?

Using Micro Theory to Explain Macro Behavior

8:50- 10:10 Sheraton Centre: Conference Room B&C


Organizational Investment Decisions: Learning Through Performance Feedback or Slack-Based Search?, Henrich R. Greve, U. of Tsukuba


Cognitive Rationing: Informational Influences on Change Recognition and Risk Taking by Financial Analysts, Alva Taylor, Dartmouth College; Michael Clement, U. of Texas, Austin

Constrained, But by What? The Influence of Personality on the Network Structures of Managers, Paul Ingram, Columbia U.; Ray Reagans, Carnegie Mellon U.

Discussion: William Ocasio, Northwestern U.

788. Paper Session: Building Trust: Leadership, Integrity, and Accountability

8:50- 10:10 Sheraton Centre: Conference Room G

Chair: Stacy E. McManus, U. of Tennessee

The Moderating Effects of the Leader-Follower Relationship on the Relationship Between Perception of Transformational Leadership Behavior and Follower Performance and Organizational Citizenship Behavior, J. Lee Whittington, Texas Wesleyan U.; J. C. Wofford, U. of Texas, Arlington; Vicki L. Goodwin, U. of North Texas

The Effects of Trust in Leadership on Employee Performance, Behavior, and Attitudes: A Meta-analysis, Kurt T. Dirks, Simon Fraser U.; Donald L. Ferrin, State U. of New York, Buffalo

Published in Conference Proceedings

The Sequential Impact of Behavioral Integrity on Trust, Commitment, Discretionary Service Behavior, Customer Satisfaction, and Profitability, Tony L. Simons, Cornell U.; Judi McLean Parks, Washington U.

Relationships Between Accountability, Job Satisfaction, and Trust, Peg Thoms, Pennsylvania State U., Erie; Jennifer J. Dose, U. of Minnesota, Morris; Kimberly S. Scott, Hewitt Associates, LLC

The Building Blocks of Trust: The Role of Transformational Leadership and Shared Values in Predicting Team Members’ Trust in Their Leaders, Nicole Anne Gillespie, U. of Melbourne; Leon Mann, U. of Melbourne

Discussion: Ellen M. Whitener, U. of Virginia

Tuesday 10:30AM

789. Paper Session: Personality and Context as Causes of Creative Behavior

10:30- 11:50 Sheraton Centre: Conference Room B&C

Chair: David Palmer, U. of Nebraska, Kearney

The Time of Creativity: Towards a Typological Framework, Charalampos Mainemelis, Case Western Reserve U.

Individual, Job, and Contextual Factors: Effects on Creative Performance and Work-Related Affective Outcomes, Christina E. Shalley, Georgia Institute of Technology; Lucy L. Gilson, Georgia Institute of Technology

When Openness to Experience and Conscientiousness Are Related to Creativity in the Workplace: An Interactional Approach, Jennifer M. George, Rice U.; Jing Zhou, Texas A&M U.

There’s No Place Like Home?: The Contributions of Work and Non-Work Sources of Creativity Support to Employees’ Creative Performance, Nora Madjar, U. of Illinois, Urbana-Champaign; Greg R. Oldham, U. of Illinois, Urbana-Champaign; Michael G. Pratt, U. of Illinois, Urbana-Champaign

Discussion: John E. Sawyer, U. of Delaware


- 10:30-11:50 Sheraton Centre: Conference Room G
  Chair: Talya N. Bauer, Portland State U.

Validation of a New General Self-Efficacy Scale, Gilad Chen, George Mason U.; Stanley M. Gully, Rutgers U., Livingston; Dov Eden, Tel-Aviv U.

Self-Awareness, Rating Congruence, and Managerial Performance: A Theoretical and Methodological Reconceptualization, Aaron Desmet, Columbia U.; Annette Flippen, New York U.


General Self-Efficacy and Self-Esteem Are Distinguishable Constructs, Gilad Chen, George Mason U.; Stanley M. Gully, Rutgers U., Livingston; Dov Eden, Tel-Aviv U.

Creative Self-Efficacy: Its Potential Antecedents and Relationship to Creative Performance, Pamela Tierney, Portland State U.; Steven M. Farmer, Wichita State U.

Discussion: Angelo DeNisi, Texas A&M U.
Discussed: B164 Legend: \rhombus4 = theme, \airplane = teaching, \management = management practice, \international = international, Other abbreviations p. A38 - 39

**OB Organizational Behavior**

### Tuesday 3:40PM

**794.** Paper Session: *Who We Are at Work: Personality Effects on Leadership, Performance and Justice*
- Chair: Bruce Meglino, U. of South Carolina
- The Role of Individualism and the Big Five in the Prediction of Assessment Center Performance, David A. Waldman, Arizona State U.; Leanne Atwater, Arizona State U.; West
- Psychological Disposition as a Moderator of the Relationship Between Management Attempts at Procedural Justice and Survivor Response to Downsizing and Layoffs, Ernest E. Stark, Bellevue U.; Jan Hansen, Bellevue U.; Linda Thiede Thomas, Bellevue U.
- The Effect of Emotional Intelligence on Job Outcomes: An Exploratory Study, Chi-Sum Wong, Chinese U. of Hong Kong; Kenneth S. Law, Hong Kong U. of Science and Technology
- Discussant: Jeffrey R. Edwards, U. of North Carolina

### 795.** Paper Session: *Cognitive Processes in Groups: Shared Cognitions, Mental Models and Transactive Memory*
- Chair: Linn Van Dyne, Michigan State U.
- Shared Cognition, Team Dynamics and Team Effectiveness: A Reciprocal and Longitudinal Investigation, Craig L. Pearce, U. of North Carolina, Charlotte; Michael D. Ensmley, U. of North Carolina, Charlotte
- Knowing What and Whom Other People Know: Linking Transactive Memory with External Connections in Organizational Groups, John R. Austin, U. of Washington, Bothell
- Winner of OB Division Best Dissertation-Based Paper Award Published in Conference Proceedings
- Is Performance All in Their Mind(s)? The Impact of Transactive Memory on Knowledge-Worker Team Performance, Kyle Lewis, U. of Texas, Austin
- The Content of Effective Teamwork Mental Models in Self-Managing Work Teams: Ownership, Learning, and Heedful Relationships, Vanessa Urch Druskat, Case Western Reserve U.; A. T. Pescosolido, Case Western Reserve U.
- Relational Models and Their Effects on Relationship, Process, and Task Conflict in Work Groups, Markus Vodosek, U. of Michigan
- Discussant: Anne Cummings, U. of Pennsylvania

### 796. **SHCS:(OB, HR, CAR) Time Use, Flexibility, and Identity: Challenging Traditional Schedules and Career Structures in Organizations*
- Chair: Joyce E. Bono, U. of Iowa
- The Role of Followers in the Charismatic Leadership Process: Susceptibility, Social Construction, and Leader Empowerment, Boas Shamir, Hebrew U.; Jane M. Howell, U. of Western Ontario
- Responses to Transformational Leadership: Are Some Followers Immune?, Joyce E. Bono, U. of Iowa; Timothy A. Judge, U. of Iowa
- Follower Values, Self-concept and Leadership, Robert G. Lord, U. of Akron
- A Multi-method Study of Causal Maps of Leadership in a Manufacturing Company, Juan-Carlos Pastor, U. of Western Ontario
- The Past, Present, and Future of Research on Context Effects in Leadership Perceptions, Cynthia G. Emrich, Purdue U.
- Discussant: James R. Meindl, State U. of New York, Buffalo

### Wednesday 8:30AM

**797.** Symposium: *Follower Perceptions of Leaders: The Joint Effects of Follower Characteristics, Social Networks, and Contextual Factors.*
- Chair: Joyce E. Bono, U. of Iowa
- The Role of Followers in the Charismatic Leadership Process: Susceptibility, Social Construction, and Leader Empowerment, Boas Shamir, Hebrew U.; Jane M. Howell, U. of Western Ontario
- Responses to Transformational Leadership: Are Some Followers Immune?, Joyce E. Bono, U. of Iowa; Timothy A. Judge, U. of Iowa
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- A Multi-method Study of Causal Maps of Leadership in a Manufacturing Company, Juan-Carlos Pastor, U. of Western Ontario
- The Past, Present, and Future of Research on Context Effects in Leadership Perceptions, Cynthia G. Emrich, Purdue U.
- Discussant: James R. Meindl, State U. of New York, Buffalo

### 199. **SHCS:(OB, HR, ODC) Employment Relationships, Culture, and Work Modes Within the Strategic Human Resource Architecture*
- Chair: Joyce E. Bono, U. of Iowa
- The Role of Followers in the Charismatic Leadership Process: Susceptibility, Social Construction, and Leader Empowerment, Boas Shamir, Hebrew U.; Jane M. Howell, U. of Western Ontario
- Responses to Transformational Leadership: Are Some Followers Immune?, Joyce E. Bono, U. of Iowa; Timothy A. Judge, U. of Iowa
- Follower Values, Self-concept and Leadership, Robert G. Lord, U. of Akron
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- The Past, Present, and Future of Research on Context Effects in Leadership Perceptions, Cynthia G. Emrich, Purdue U.
- Discussant: James R. Meindl, State U. of New York, Buffalo

### Wednesday 9:00AM

**798.** Paper Session: *Commitment: Causes and Consequences of Emotional Bonds to the Organization*
Paper Session: New Technologies for Monitoring, Telecommuting and Audio Conferencing
• 9:00-10:20 Sheraton Centre: Conference Room G

Chair: Valerie I. Sessa, Center for Creative Leadership

A Model of Telecommuting Withdrawal: Employee Perceptions Predicting the Reduction or Stopping of Telework, Steven Mark Fireman, U. of Washington

The Impact of Computer Monitoring and Negative Affectivity on Task Performance and Satisfaction, Elizabeth A. Douthitt, Rutgers U.; John R. Aiello, Rutgers U. Published in Conference Proceedings

The Psychosocial Impact of Telework: A Theoretical and Research Framework, David A. Lamond, Macquarie U.; Peter Standen, Edith Cowan U.; Kevin Daniels, U. of Sheffield, UK

Using the Stepladder Technique to Facilitate the Performance of Audioconferencing Groups, Steven Gary Rogelberg, Bowling Green State U.; Matthew Steven O’Connor, Xavier U.; Matthew Sederburg, Bowling Green State U.

Computer Performance Monitoring and Fairness: The Role of Feedback, G. Stoney Alder, Western Illinois U.

Discussant: Dennis Nagao, Georgia State U.

Wednesday 10:40AM

Paper Session: Team Composition: Heterogeneity and Fit and Team Outcomes
• 10:40-12:00 Sheraton Centre: Conference Room B&C

Chair: Elizabeth Ravlin, U. of South Carolina

Managing Diversity of Skill Levels Within a Team: The Perils of Treating Everyone on the Team as Equal When Some are More Equal than Others, Nancy Katz, Harvard U.

It’s All In the Mix: A Closer Look at Familiarity in Mixed Groups, Tracey L. Rrockett, U. of Texas, Dallas

The Effect of Team Composition on Team Performance: The Role of Personality and Team Orientation, Susan Mohammed, Pennsylvania State U.; Linda C. Angell, Pennsylvania State U.; Erika L. Ringsness, U. of Calgary

Do You Really Know Me? The Implications of Identity Fit for Diverse Workteams, Sherry Malie Bushnell Thatcher, U. of Arizona

Fit for Performance: Functional Composition and Task Complexity in Workgroups, Mark A. Clark, Arizona State U.; Susan Amundson, Arizona State U.; Robert L. Cardy, Arizona State U.

Discussant: Thomas E. Becker, U. of Delaware

Monday 12:20PM

Symposium: Client-Service Coproduction Relationships: Implications for Service Organization Success
• 12:20-2:10 Sheraton Centre: Conference Room B&C

Chair: Richard J. Klimoski, George Mason U.

Effects of Service Delivery Mode and Mechanism on Customers’ Perceptions in Co-Production, Markus Groth, U. of Arizona; Barbara A. Gutek, U. of Arizona; Bambi M. Douma, U. of Arizona

Inter-Organizational Teams: Predictions from an Intergroup Perspective, Catherine Durnell Cranton, George Mason U.

Project Managers as Client Relationship Managers: Implications for Client Loyalty, Sheila Simsarian Webber, George Mason U.

Developing High-Performance Customers as a Source of Sustainable Competitive Advantage, David E. Bowen, Thunderbird

Discussant: Cynthia A. Lengnick-Hall, Wichita State U.

Wednesday 12:20PM

Managing Multicultural Organizations: A Meeting of the Minds
• 10:40-12:00 Sheraton Centre: Ballroom Centre

Chair: Gretchen Spreitzer, U. of Southern California

Effects of Service Delivery Mode and Mechanism on Customers’ Perceptions in Co-Production, Markus Groth, U. of Arizona; Barbara A. Gutek, U. of Arizona; Bambi M. Douma, U. of Arizona

Inter-Organizational Teams: Predictions from an Intergroup Perspective, Catherine Durnell Cranton, George Mason U.

Project Managers as Client Relationship Managers: Implications for Client Loyalty, Sheila Simsarian Webber, George Mason U.

Developing High-Performance Customers as a Source of Sustainable Competitive Advantage, David E. Bowen, Thunderbird

Discussant: Cynthia A. Lengnick-Hall, Wichita State U.

Conversations in Advancing Research on Organizational Change
• 12:20-2:10 Royal York: Ontario
### Organizational Communication and Information Systems

**Program Chair:** Mark Keil, Georgia State U.  
**Professional Development Workshop Chair:** V. Sambamurthy, U. of Maryland

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<th>Division Program</th>
<th>Shared Program</th>
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<tr>
<td>8:30am</td>
<td>94. SPDW: (OCIS, TIM) OCIS/TIM Junior Faculty Consortium</td>
<td>34. SPDW: OCIS/TIM Junior Faculty Consortium SC: Carleton</td>
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<tr>
<td>6:00pm</td>
<td>801. OCIS Reception • H: Jackson</td>
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<td>8:00am</td>
<td>802. OCIS Division Welcome • RY: Confederation 5</td>
<td>121. SPDW: Strategic E-Business Opportunities • H: McDonald</td>
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<td>10:30am</td>
<td>122. SPDW: Practical Insights for E-business Transformations • H: McDonald</td>
<td>133. SPDW: OCIS Social Hour • RY: Confederation 5</td>
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<td>8:30am</td>
<td>803. IT Management and Firm Performance • RY: Confederation 5</td>
<td>268. SIT: The Power of Time • SC: Windsor East</td>
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<td>9:00am</td>
<td>804. Knowledge Management • RY: Confederation 5</td>
<td>270. SIT: Supportive Organizations • RY: New Brunswick</td>
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<td>10:40am</td>
<td>205. Electronic Commerce • RY: Confederation 5</td>
<td>275. SIT: Silence and Discourse • SC: Windsor West</td>
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<td>12:50pm</td>
<td>206. A New Time for Information Privacy • RY: Confederation 5</td>
<td>278. SIT: Revolutionary &amp; Continuous Change • SC: Windsor East</td>
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<td>207. Bldg. the Value-Leveraging IT Function • RY: Confederation 5</td>
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<td>808. CMC and Decision-making • RY: Confederation 5</td>
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<td>8:30am</td>
<td>809. Virtual Teams • RY: Confederation 5</td>
<td>285. SIT: Electronic Media Effects • SC: Windsor West</td>
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<td>10:30am</td>
<td>810. Understanding Virtual Work • RY: Confederation 5</td>
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<td>811. Distinguished Speaker • RY: Confederation 5</td>
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<td>3:40pm</td>
<td>812. OCIS Business Meeting • RY: Confederation 5</td>
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<td>813. OCIS Social Hour • RY: Confederation 5</td>
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<td>6:30pm</td>
<td>814. Strategic Consequences of IT Mgmt. • RY: Confederation 5</td>
<td>372. SP: Current Theoretical Trends in OCIS • RY: Canadian 5</td>
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<td>8:30am</td>
<td>815. Role of the CIO • RY: Confederation 5</td>
<td>373. SP: New Empirical Directions in OCIS • RY: Canadian 6</td>
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**Saturday 8:30AM**

94. SPDW: (OCIS, TIM) OCIS/TIM Junior Faculty Consortium

- 8:30- 5:00 Sheraton Centre: Carleton

**Saturday 6:00PM**

801. OCIS Reception

- 6:00- 8:00 Hilton: Jackson  
  **Host:** V. Sambamurthy, U. of Maryland

**Sunday 8:00AM**

121. SPDW: (BPS, OCIS) E-Business Opportunities: Implications for Strategy, Policy, and Change Management

- 8:00- 10:00 Hilton: McDonald

**Sunday 10:30AM**

133. SPDW: (BPS, OCIS) E-Business Challenges: Insights from Practice

- 10:30- 12:00 Hilton: McDonald

**Monday 8:30AM**

802. OCIS Division Welcome

- 8:30- 9:00 Royal York: Confederation 5  
  **Organizer:** Mark Keil, Georgia State U.

268. SIT: The Power of Time

- 8:30- 10:20 Sheraton Centre: Windsor East

**Monday 9:00AM**

803. Paper Session: IT Management and Firm Performance

- 9:00- 10:20 Royal York: Confederation 5


- Aligning Business and Information Systems: The Importance of the Virtual Organization Structure, Yolande E. Chan, Queen's U.

- Information Systems and Firm Performance: A Competency-based Perspective, Michael J. Zhang, Chinese U. of Hong Kong; Augustine A. Lado, Cleveland State U.  
  **Discussant:** T. Ravichandran, Rensselaer Polytechnic Institute

**Monday 10:40AM**

804. Paper Session: Knowledge Management

- 10:40- 12:00 Royal York: Confederation 5  
  **Communication Technology-Enabled Organizational Knowledge Exchange**, Anne Patricia Massey, Indiana U.; Mitzi M. Montoya-Weiss, North Carolina State U.

- More Than An Answer: How Seeking Information Through People Facilitates Knowledge Creation and Use, Rob Cross, Boston U.

- Power and Control in Document-Driven Knowledge Management Systems, Peter H. Gray, Queen's U.  
  **Discussant:** Betty Vandenbosch, Case Western Reserve U.

270. SIT: When Organizations are Perceived as Supportive

- 10:40- 12:00 Royal York: New Brunswick

**Monday 12:50PM**

805. Paper Session: Electronic Commerce and the Web

- 12:50- 2:10 Royal York: Confederation 5

**Legend:** ≈ theme, ≈ teaching, ≈ management practice, ≈ international, Other abbreviations p. A38 - 39
Weaving the Technological Web: The Social Construction of the Internet Browser, Samer Faraj, U. of Maryland; Dowan Kwon, Case Western Reserve U.; Stephanie Watts Sussman, Case Western Reserve U.

Emerging Factors in User Evaluation of the World Wide Web, John D’Ambra, U. of New South Wales, Australia; Ronald E. Rice, Rutgers U.


Discussant: Susan Winter, U. of North Carolina, Charlotte

Monday 2:30PM

806. Theme: A New Time for Information Privacy: Policy, Research, and Teaching
   Organizer: Jeff Smith, Wake Forest U.
   Presenters: Jeff Smith, Wake Forest U.; Kathy A. Stewart, Georgia State U.; Mary Culnan, Bentley College

2:30- 3:50 Royal York: Confederation 5

807. Symposium: Building the Value-Leveraging IT Function: Capabilities and Organizing Strategies
   Chair: V. Sambamurthy, U. of Maryland

A New Logic for Organizing the IT Function, Ritu Agarwal, U. of Maryland
Towards a Managerial Framework for Timing the Adoption of Dynamic IT Innovations, Robert G. Fichman, Boston College
Perception Formulation of the IT Function, Rudy Hirscheim, U. of Houston

2:30- 3:50 Sheraton Centre: Civic Ballroom

Monday 4:10PM

285. SIT: Effects of Electronic Media on Strategy and Individuals
   Discussant: Paul Hart, Florida Atlantic U.

Tuesday 8:30AM

810. Paper Session: Virtual Teams
   Organizer: Mary Beth Watson-Manheim, U. of Illinois, Chicago
   Discussant: Carol Saunders, U. of Oklahoma

Tuesday 10:30AM

811. Division: Distinguished Speaker
   Chair: Cynthia M. Beath, U. of Texas, Austin; Sirrika Jarvismea, U. of Texas, Austin
   Discussion Interface, Mani R. Subramani, U. of Minnesota; Jungpil Hahn, U. of Minnesota
   Discussant: Ramon J. Aldag, U. of Wisconsin

Tuesday 2:00PM

810. Symposium: Discontinuities: The Key to Understanding Virtual Work
   Organizer: Mary Beth Watson-Manheim, U. of Illinois, Chicago
   Discussant: Carol Saunders, U. of Oklahoma

Tuesday 3:40PM

811. Division: Distinguished Speaker
   Chair: Cynthia M. Beath, U. of Texas, Austin; Sirrika Jarvismea, U. of Texas, Austin
   Discussion Interface, Mani R. Subramani, U. of Minnesota; Jungpil Hahn, U. of Minnesota
   Discussant: Ramon J. Aldag, U. of Wisconsin

Tuesday 5:30PM

812. Meeting: OCIS Business Meeting
   Organizer: Joseph Walther, Rensselaer Polytechnic Institute

Tuesday 6:30PM

813. OCIS Social Hour
   Organizer: Mark Keil, Georgia State U.

Wednesday 8:30AM

814. Symposium: The Strategic Consequences of Information Technology Management
   Chair: Cynthia M. Beath, U. of Texas, Austin
   Emerging Information Age Business Models: When the Sky-high Valuations Sort of Make Sense and When They Don’t, Lynda M. Applegate, Harvard U.
   Knowledge Management in The Modern Enterprise: A Research Motivation and Design, Yolande E. Chan, Queen’s U.
   IT Governance: An Imperative for the Non-IT Executive, Jeanne Ross, Massachusetts Institute of Technology
Alignment in Strategic IS Management: Evolving Research
- Discussant: John Leslie King, U. of Michigan

**372. IP: Current Theoretical Trends in OCIS**
- 8:30-10:20 Royal York: Canadian 5

**373. IP: New Empirical Directions in OCIS**
- 8:30-10:20 Royal York: Canadian 6

**Wednesday 10:40AM**

**815. Paper Session: IT Competencies and the Role of the CIO**
- 10:40-12:00 Royal York: Confederation 5

- Work Experience and Managerial Competencies of IT Professionals: An Empirical Analysis, Damien Joseph, Nanyang Business School

- Chief Information Officers' Technical Backgrounds & Influence Behaviors: Competing Perspectives, Harvey G. Enns, U. of Dayton; Sid L. Huff, Victoria U. of Wellington, New Zealand; Brian R. Golden, U. of Western Ontario

- The Strategic Role of IT Executives: An Empirical Examination of CIO Strategic Involvement and IT Usage, Jennifer C. Jenks, Oklahoma State U.; Robert S. Dooley, Oklahoma State U.

**Discussant:** Charlotte S. Stephens, Louisiana Tech U.
# Organizations and the Natural Environment

Program Chair: Gordon P. Rands, Western Illinois U.  
Professional Development Workshop Chair: Sanjay Sharma, Saint Mary's U.

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<tr>
<th>Start Time</th>
<th>Division Program</th>
<th>Shared Program</th>
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**Friday 9:00AM**

**SPDW:**(SIM, ONE, MED, PNP) Service-Learning Community Service Project
- 9:00- 8:00 Off Site: Toronto Covenant House

**Friday 1:00PM**

**SPDW:**(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Doctoral Workshop
- 1:00- 6:00 Sheraton Centre: Norfolk
Stakeholder Learning Dialogs

Work Organization: Practice/Activity Theory about Critical Management Studies?

Critters

Bringing Critical Perspectives into the Classroom

PNP, RM, SIM, TIM)

ODC, ONE, PNP, RM, SIM, TIM)

ODC, ONE, PNP, RM, SIM, TIM)

ODC, ONE, PNP, RM, SIM, TIM)

ODC, ONE, PNP, RM, SIM, TIM)

ODC, ONE, PNP, RM, SIM, TIM)

Saturday 1:00PM

818 ☃Trade Liberalization and the Natural Environment: Concepts and Measures
  • 10:00- 12:00 Royal York: Manitoba
Organizers: Irene Henriques, York U.; Douglas A. Schuler, Rice U.
Panel: Bryan W. Husted, ITESM/Instituto de Empresa; David L. Levy, U. of Massachusetts, Boston; Perry Sadowsky, York U.

Saturday 1:30PM

109 ☃SPDW: (MED, MOC, ODC, ONE, SIM) Reflecting on & Applying Learning on Stakeholder Dialog
  • 1:30- 3:30 Sheraton Centre: Conference Room D

Saturday 2:30PM

  • 2:30- 5:30 Royal York: Ontario

Saturday 3:00PM

819 AMJ Special Research Forum on the Management of Organizations in the Natural Environment
  • 3:00- 5:00 Royal York: Manitoba
Organizers: Mark Starik, George Washington U.; Alfred Marcus, U. of Minnesota
Presenters: Lynne Andersson, Saint Joseph’s U.; Thomas S. Bateman, U. of North Carolina; Pratima Bansal, U. of Western Ontario; Petra Christmann, U. of Virginia; Mark Cordano, Wright State U.; Brenda L. Flannery, Minnesota State U., Mankato; Irene H. Frieze, U. of Pittsburgh; Susan Herman, Keene State College; Andrew King, New York U.; Michael Lenox, New York U.; Douglas R. May, U. of Nebraska, Lincoln; Catherine Anne Ramus, International Institute for Management Development (IMD); Sanjay Sharma, Saint Mary’s U.; Ulrich Steger, Inst Fur Ohologie&Sundern

Saturday 5:30PM

115 SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
  • 5:30- 7:30 Royal York: Ballroom

Saturday 6:00PM

820 Developing a Research Program in ONE: A Workshop
  • 6:00- 8:00 Royal York: Algonquin
Organizer: Gordon P. Rands, Western Illinois U.
Panel: Ann Feyerherm, Pepperdine U.; Andrew King, New York U.; Robert Klassen, U. of Western Ontario; Mark Phillip Sharfman, U. of Oklahoma

116 SPDW: (NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
  • 6:00- 8:00 Royal York: Upper Canada
   Organizer: Michalik Georg, ETH Zurich
   Panel: Robert Simons, Cleveland State U.; Olaf Weber, ETH UNS; Markus Fenchel, ETH Zurich

822. ONE Interest Group Welcome
   Program Chair: Gordon P. Rands, Western Illinois U.

823. Paper Session: New Perspectives on Corporate Environmental Management
   Chair: Helene Fine, Bridgewater State U.
   Explaining the Implementation of Green Supply Initiatives:
   The Role of Supply Management Capabilities, Frances E. Bowen, Sheffield U.; Paul Cousins, U. of Bath; Richard Lamming, U. of Bath; Adam Faruk, U. of Bath
   Knowledge Content and Worker Participation in Environmental Management: A Case Study of NUMMI, Sandra Rothenberg, Rochester Institute of Technology
   The Altering of a Firm's Environmental Management Competence During the Acquisition Integration Stage, Kimberly M. Ellis, Florida State U.; Bruce LaMont, Florida State U.
   Discussants: Knud Sinding, Aarhus School of Business; Barbara Altman, U. of North Texas; Sandra Christensen, Eastern Washington U.

Monday 10:40AM
   Chair: Emmanuel Raufflet, McGill U.
   The Time of our Time: Management and the Evolutionary Epic, Ken Starkey, U. of Nottingham; Andy Crane, Cardiff U.
   Exploring the Frontiers of Environmental Management: A Natural Law-Based Perspective, David S. Steingard, Saint Joseph's U.; Dale E. Fitzgibbons, Illinois State U.; Dennis P. Heaton, Maharishi U. of Management
   Aldo Leopold's Land Ethic, Environmental Histories and the Challenge for a New Time: The Case of the Keweenaw Forest, Christa L. Walck, Michigan Technological U.; Kelly Strong, Michigan Technological U.
   Discussants: Gary Throop, Clarkson U.; John Jermier, U. of South Florida; Barbara A. Ribbens, Western Illinois U.; Eric Ribbens, Western Illinois U.

Monday 12:20PM
310. IP: Stakeholder Relationships & the Natural Environment
   Chair: 10:40- 12:00 Royal York: Tudor 7

Monday 2:30PM
185. SHCS:(CM, ONE) The Influence of Identity, Characterization and Conflict Management Frames on the Perpetuation of Environmental Conflicts
   Chair: Cathy Driscoll, Saint Mary's U.
   The Time of our Time: Management and the Evolutionary Epic, Ken Starkey, U. of Nottingham; Andy Crane, Cardiff U.
   Exploring the Frontiers of Environmental Management: A Natural Law-Based Perspective, David S. Steingard, Saint Joseph's U.; Dale E. Fitzgibbons, Illinois State U.; Dennis P. Heaton, Maharishi U. of Management
   Aldo Leopold's Land Ethic, Environmental Histories and the Challenge for a New Time: The Case of the Keweenaw Forest, Christa L. Walck, Michigan Technological U.; Kelly Strong, Michigan Technological U.
   Discussants: Gary Throop, Clarkson U.; John Jermier, U. of South Florida; Barbara A. Ribbens, Western Illinois U.; Eric Ribbens, Western Illinois U.

Monday 4:10PM
278. SIT: Revolutionary and Continuous Change
   Chair: Cathy Driscoll, Saint Mary's U.
   Panel: Ken Ogilvie, Pollution Probe

Monday 5:40PM
825. Theme: Business and the Natural Environment: Is This a New Time? Do We Have Enough Time?
   Chair: Helene Fine, Bridgewater State U.
   Explaining the Implementation of Green Supply Initiatives:
   The Role of Supply Management Capabilities
   Knowledge Content and Worker Participation in Environmental Management: A Case Study of NUMMI
   The Altering of a Firm's Environmental Management Competence During the Acquisition Integration Stage
   Discussants: Knud Sinding, Aarhus School of Business; Barbara Altman, U. of North Texas; Sandra Christensen, Eastern Washington U.

Monday 8:50AM
322. Paper Session: New Perspectives on Corporate Environmental Management
   Chair: Helene Fine, Bridgewater State U.
   Explaining the Implementation of Green Supply Initiatives:
   The Role of Supply Management Capabilities, Frances E. Bowen, Sheffield U.; Paul Cousins, U. of Bath; Richard Lamming, U. of Bath; Adam Faruk, U. of Bath
   Knowledge Content and Worker Participation in Environmental Management: A Case Study of NUMMI, Sandra Rothenberg, Rochester Institute of Technology
   The Altering of a Firm's Environmental Management Competence During the Acquisition Integration Stage, Kimberly M. Ellis, Florida State U.; Bruce LaMont, Florida State U.
   Discussants: Knud Sinding, Aarhus School of Business; Barbara Altman, U. of North Texas; Sandra Christensen, Eastern Washington U.
Monday 7:00PM

827. ONE Interest Group Social
- 7:00-10:00 Royal York: Tudor 7
Division Chair: Monika I. Winn, U. of Victoria

Tuesday 8:30AM

339. IP: Cognition, Values and Environmental Decision Making
- 8:30-10:10 Royal York: Canadian 2

Tuesday 10:30AM

- 10:30-11:50 Royal York: Quebec

- 10:30-11:50 Royal York: Saskatchewan

Tuesday 2:00PM

828. Paper Session: Environmental Performance: Crisis, Legitimacy and Financial Performance
- 2:00-3:20 Royal York: Tudor 7
Chair: Bobby Banerjee, RMIT U.
On Bangs and Stinks: Towards a Theoretical Understanding of Hazardous Chemical Accidents, Fires and Explosions in the Petrochemical Industry,
Frederick Wolf, Nova Southeastern U.
The Market Risk of Corporate Environmental Illegitimacy,
Pratima Bansal, U. of Western Ontario; Iain Clelland, U. of Tennessee
Published in Conference Proceedings
Does it Really Pay to be Green? Accounting for Strategy Selection in the Relationship between Environmental and Financial Performance,
Michael Lenox, New York U.; Andrew King, New York U.
Discussants: Peter Cebon, U. of Melbourne; P. Deveraux Jennings, U. of British Columbia; Alfred Marcus, U. of Minnesota

Wednesday 8:30AM

379. IP: Strategies & Tools for Environmental Management
- 8:30-10:20 Royal York: Canadian 12

Wednesday 10:40AM

829. Paper Session: Organizational Learning and the Natural Environment: The Roles of Stakeholder Interaction and Organizational Training Programs
- 10:40-12:00 Royal York: Tudor 7
Discussants: Jacques Demajorovic, FE-USP/Faculdade Senac de Educação Ambiental; Carmen Silvia Sanches, EAESP-FGV, Sao Paulo, Brazil
The Influence of Organizational Pre-Conditions, Designs and Routines on Environmental Learning Through Company Stakeholder Interactions,
Nigel John Roome, Erasmus Centre for Environmental Management/Rotterdam School of Management; Frank Wijen, Tilburg U.; Anja de Groene, Erasmus Centre for Environmental Management
Capability Building through Adversial Relationships: A Replication and Extension of Clarke and Roome (1999), Pursey P.M.A.R. Heugens, Erasmus U.; Cees B.M. Van Riel, Erasmus U.
Discussants: Lynne Andersson, Saint Joseph's U.; Andrew Hoffman, Boston U.; Marie-France Turcotte, Concordia U.

Wednesday 12:20PM

830. Division: Shell, Nigeria and the Ogoni - A Classic Study in Unsustainable Development?
- 12:20-2:10 Royal York: Tudor 7
Chairs: Stuart L. Hart, U. of North Carolina, Chapel Hill; Asaf Zohar, York U.
The Story of Shell, Nigeria and the Ogoni People - Environment, Economy, Relationships: Conflict and Prospects for Resolution,
Richard Boele, Kingston U.; Heike Fabig, U. of Sussex
The Global Economic and Socio-Political Context, the Stakeholder Paradigm and Implications for the Shell Approach in Nigeria,
Creating the Conditions for Strategic Responses to Stakeholder Issues: Implications for Shell International and Shell Nigeria,
Discussants: David Wheeler, York U.; Ken Wiwa, Journalist

Chair: Monika I. Winn, U. of Victoria
Social Learning and Environmental Indicators: Prospects for Companies,
Jacques Demajorovic, FE-USP/Faculdade Senac de Educação Ambiental; Carmen Silvia Sanches, EAESP-FGV, Sao Paulo, Brazil
## Public and Nonprofit

**Program Chair:** Michael Card, U. of South Dakota  
**Professional Development Workshop Chair:** Ralph S. Brower, Florida State U.  
**Professional Development Workshop Chair:** David W. Hart, Mary Washington College  
**Professional Development Workshop Chair:** Laurie N. DiPadova, U. of Utah

### Floor Plans:
- Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

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| 1:00pm      | 81. SPDW: CMSW Doctoral Workshop  
- 1:00- 6:00 Sheraton Centre: Norfolk                                 |                                                                                |
| 3:00pm      | 82. SPDW: CMSW Junior Faculty Workshop  
- 3:00- 6:00 Sheraton Centre: York                                    |                                                                                |
| 6:00pm      | 83. SPDW: CMSW Reception for Arriving Critics  
- SC:Norfolk                                                           |                                                                                |
| 7:30am      | 86. SPDW: CMSW Breakfast  
- RY:Ontario                                                            |                                                                                |
| 8:00am      | 89. SPDW: New Doctoral Students Consortium  
- RY:Upper Canada                                                      |                                                                                |
| 10:00am     | 89. SPDW: CMSW: Practice/Activity Theory  
- RY:Ontario                                                           |                                                                                |
| 2:00pm      | 90. SPDW: Teaching Critically  
- RY:Tudor 7                                                            |                                                                                |
| 2:30pm      | 91. SPDW: Nonprofit Management Education  
- RY:British Columbia                                                  |                                                                                |
| 5:30pm      | 92. SPDW: CMSW: Interpretive Methods for Critical Research  
- RY:Ontario                                                         |                                                                                |
| 6:00pm      | 93. SPDW: Critical Perspectives on Strategy  
- RY:Tudor 7                                                           |                                                                                |
| 7:30pm      | 94. SPDW: CMSW: Social Time  
- RY:Ballroom                                                           |                                                                                |
| 7:00am      | 95. SPDW: CMSW Organizational Meeting and Breakfast  
- RY:Ballroom                                                         |                                                                                |
| 8:00am      | 96. SPDW: Critical Research in the Management Journals  
- RY:Ballroom                                                         |                                                                                |
| 10:00am     | 97. SPDW: CMSW: Gender, Work, and Employment in Academia  
- RY:British Columbia                                                 |                                                                                |
| 10:30am     | 98. SPDW: CMSW Plenary Speaker: Doug Henwood  
- RY:Ballroom                                                         |                                                                                |
| 8:45am      | 99. Cooperation & Collaboration  
- RY:Tudor 8                                                            |                                                                                |
| 12:20pm     | 100. New Public Management  
- RY:Tudor 8                                                            |                                                                                |
| 2:30pm      | 101. Featured Speaker  
- RY:Tudor 8                                                            |                                                                                |
| 4:10pm      | 102. Business Meeting  
- RY:Tudor 8                                                            |                                                                                |
| 5:30pm      | 103. Social Hour  
- RY:Tudor 8                                                            |                                                                                |
| 10:30am     | 104. Methods of Interorganizational Research  
- RY:Tudor 8                                                         |                                                                                |
| 2:00pm      | 105. Board Governance & Board-CEO Relationships  
- RY:Tudor 8                                                        |                                                                                |
| 3:40pm      | 106. Social Hour  
- RY:Ballroom                                                           |                                                                                |
| 8:30am      | 107. Institutional Theory  
- RY:Tudor 8                                                            |                                                                                |
| 10:40am     | 108. Inter-organizational Relationships  
- RY:Tudor 8                                                          |                                                                                |
| **Saturday**|                                                                        |                                                                                |
| 7:30- 8:00  | 86. SPDW: CMSW Breakfast  
- Royal York: Ontario                                                      |                                                                                |
| **Monday**  |                                                                        |                                                                                |
| **Tuesday** |                                                                        |                                                                                |
| **Wed**     |                                                                        |                                                                                |
| **Friday**  | 6:00PM                                                                 |                                                                                |
| 6:00- 9:00  | 85. SPDW: CMSW Reception for Arriving Critics  
- RY:Upper Canada                                                   |                                                                                |
| 7:30- 8:00  | 86. SPDW: CMSW Breakfast  
- Royal York: Ontario                                                      |                                                                                |
Saturday 8:00AM

90. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary: What’s Critical about Critical Management Studies?
   • 8:30- 10:00 Royal York: Ontario

Saturday 8:30AM

831. Public and Nonprofit Division Doctoral Student Consortium
   • 8:30- 5:00 Royal York: Tudor 9
   Preregistration: Jennifer Wade, wade@cviog.uga.edu

Saturday 10:00AM

101. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
   • 10:00- 1:00 Royal York: Ontario

102. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   • 10:00- 1:00 Royal York: Tudor 7

Saturday 2:00PM

110. SPDW:(PNP, CAR, HCM, MED) Creating Nonprofit Management Curriculum to Meet the Realities of Practice: An Academic - Executive Dialogue
   • 2:00- 5:00 Royal York: British Columbia

Saturday 2:30PM

111. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
   • 2:30- 5:30 Royal York: Ontario

112. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
   • 2:30- 5:30 Royal York: Tudor 7

Saturday 5:30PM

115. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
   • 5:30- 7:30 Royal York: Ballroom

Saturday 6:00PM

116. SPDW:(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
   • 6:00- 8:00 Royal York: Upper Canada

Saturday 7:30PM

117. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
   • 7:30- 8:30 Royal York: Ballroom

Sunday 7:00AM

118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   • 7:00- 8:00 Royal York: Ballroom

Sunday 8:00AM

   • 8:00- 10:30 Royal York: Ballroom

Sunday 8:30AM

832. Public and Nonprofit Division Doctoral Consortium, Continuation
   • 8:30- 12:00 Royal York: Tudor 9
   Panel: dt ogilvie, Rutgers U.; Sue R. Faerman, State U. of New York, Albany; Judith Weisinger, Northeastern U.

Sunday 10:00AM

131. SPDW:(PNP, SIM) Roundtable on International Public Corruption
   • 10:00- 12:00 Royal York: Jasper 1-266

Sunday 10:30AM

134. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
   • 10:30- 12:00 Royal York: Ballroom

Monday 8:45AM

833. Paper Session: Cooperation, Collaboration, and Inter-organizational Relationships
   • 8:45- 10:20 Royal York: Tudor 8
   Chair: Jeffrey A. Robinson, Columbia U.
   ➔ Public Benefits And Private Gains: Cause-Based Nonprofit/Business Collaboration, Barbara Parker, Seattle U.
   ➔ A Longitudinal View of the Formation of Interorganizational Relationships, Brent Garrett, U. of Kentucky
   ➔ Interorganizational Cooperation After a War: Multinational Development Efforts in Bosnia and Herzegovina, 1995 to
The New Millenium: Time For A Change?

Research In Inter-Organizational Relations

Chair:

Coordinator:

Organizer:

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6, B175

Lamming, U. of Bath

Strathclyde; Murray Stewart, U. of the West of England; Richard

Presenters:

834. ⚡ Symposium: The 'New Public Management' In
The New Millenium: Time For A Change?

• 12:20- 2:10 Royal York: Tudor 8

Organizer: Stephen P. Osborne, Aston U., Birmingham, England

Chair: Mary Tschiehart, Indiana U.; Bloomington

Discussant: H Brinton Millward, U. of Arizona

Presenters: Stephen P. Osborne, Aston U., Birmingham, England;

Kathleen Ross, Glasgow Caledonian U.; Peter D. Steane, Macquarie U.;

Peter Carroll, Wollongong U.; Willy McCourt, U. of Manchester;

Ewan Ferie, Imperial School of Management; Louise Fitzgerald, De

Montfort U., Leicester; Laurence Lynn, U. of Chicago

Monday 2:30PM

835. ⚡ Theme: Featured Speaker

• 2:30- 3:50 Royal York: Tudor 8

Coordinator: Michael Card, U. of South Dakota

Monday 4:10PM

836. Meeting: Business Meeting

• 4:10- 5:20 Royal York: Tudor 8

Chair: David P. McCaffrey, State U. of New York, Albany

Monday 5:30PM

837. Social time

• 5:30- 10:30 Royal York: Tudor 8

Chair: David P. McCaffrey, State U. of New York, Albany

Monday 8:30AM

838. Paper Session: Volunteers, Volunteerism and
Voluntary Organizations

• 8:30- 10:10 Royal York: Tudor 8

Chair: Kira Kristal Reed, U. of Connecticut

$A New Time for Altruism: Findings from Divergent Fields
and a Proposed Cross-disciplinary Model, Matthew Liao-Trosh, DePaul U.

Strategic Responses of Voluntary Social Service
Organizations to Funding Changes: The Ontario Situation, Mary Foster, Ryerson Polytechnic U.; Agnes Meinhard, Ryerson Polytechnic U.

Do Volunteers, Donors, and Helpers Differ?: An Exploratory Study, Paul L. Goverek, Nova Southeastern U.

Discussant: Robert Rogers, U. of Kentucky

Tuesday 10:30AM

839. ⚡ Symposium: Synergy From Difference: Crossing
The Disciplines, Methodologies, Sectors And Topics Of
Research In Inter-Organizational Relations

• 10:30- 11:50 Royal York: Tudor 8

Chair: Steve Cropper, Keele U., UK

Presenters: Keith Glaister, U. of Leeds; Chris Huxham, U. of Strathclyde; Murray Stewart, U. of the West of England; Richard Lamming, U. of Bath

236. ⚡JS:(MED, PNP, SIM) Theoretical Foundations of Civic
Engagement and Service-Learning

• 10:30- 11:50 Hilton: McDonald

Tuesday 2:00PM

840. Paper Session: Nonprofit Governance: Board
Governance and Board-CEO Relationships

• 2:00- 3:20 Royal York: Tudor 8

Chair: Cecile Lardon, U. of Alaska, Fairbanks

Taking it from the Top: How CEOs Influence (and Fail to Influence) Their Boards, Sally Maltis, U. of British Columbia;

Chris Clegg, U. of Sheffield, UK

Boards of Directors and the Nonprofit Organizations They Govern: An Analysis of Roles, Responsibilities and Organization Performance, Jack C. Green, Pepperdine U.;

Farzin Madjidi, Pepperdine U.

Against the Tide: The Distinctive Governance Approach of Australian Nonprofit Boards, Peter D. Steane, Macquarie U.;

Michael John Christie, Queensland U. of Technology

Discussant: Melissa Stone, U. of Minnesota

Tuesday 3:40PM

247. ⚡JS:(ONE, ENT, PNP) A New Time and New Directions
for Sustainable Entrepreneurship: Seeking and Acting on 'Triple Bottom Line' Opportunities

• 3:40- 5:20 Royal York: Tudor 8

287. SIT: Extending the Psychological Contract

• 3:40- 5:20 Royal York: Saskatchewan

288. SIT: Inventiveness and Innovation

• 3:40- 5:20 Royal York: New Brunswick

366. IP: Individual Attitudes and HRM Issues

• 3:40- 5:20 Royal York: Canadian 6

367. IP: A Cacophony of Strategic Perspectives on Public
and NonProfit Management and Policy

• 3:40- 5:20 Royal York: Canadian 7

Wednesday 8:30AM

841. Paper Session: Institutional Theory Applications in
the Public and Nonprofit Sector

• 8:30- 10:20 Royal York: Tudor 8

Chair: Karen Froelich, North Dakota State U.

The Birth of State Public Organizations through Isomorphic and Spatial Processes, Jason L. Jensen, U. of North Dakota

Sage Publications Best Conference Paper by a Doctoral Student

Public Choice Economics and Public Pension Plan Funding: An Empirical Test, Marguerite Schneider, The College of New Jersey; Fariborz Damo Ryan, Rutgers U., Camden


Discussant: Norman B. Bryan, Georgia State U.

Wednesday 10:40AM

842. Paper Session: Inter-organizational Relationships:
Establishment and Factors Leading to Endurance

• 10:40- 12:00 Royal York: Tudor 8

Chair: Susan M. Kruml, Kruml & Associates

$Building Enduring University-Industry Relationships: Shaping and Deploying a Funding Whirlpool is Time Well Spent, Teresa Isabelle Daza Campbell, Pima Community College; Dawn E. DeToro, U. of Arizona

Charles H. Levine Award

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Published in Conference Proceedings


*Discussant:* Michele A. Govekar, Ohio Northern U.
Research Methods

Program Chair: Thomas W. Lee, U. of Washington
Professional Development Workshop Chair: Terri A. Scandura, U. of Miami/ Hong Kong U. of Science and Technology

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Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B177
Saturday 8:00AM

89. SPDW:(IM, RM) Social Networks Research
   - 8:00 - 5:00 Sheraton Centre: York

90. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary: What's Critical about Critical Management Studies?
   - 8:00 - 10:00 Royal York: Ontario

Saturday 8:30AM

96. SPDW:(NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) New Doctoral Students Consortium
   - 8:30 - 5:00 Royal York: Upper Canada

Saturday 9:00AM

97. SPDW:(OMT, BPS, TIM, RM) Bringing Complexity Theory to Bear on Organizations: Work in Progress
   - 9:00 - 12:00 Sheraton Centre: Elgin

98. SPDW:(OMT, BPS, MOC, RM) Three Conversations on Organizational Knowledge
   - 9:00 - 5:00 Sheraton Centre: Ballroom Centre

Saturday 10:00AM

843. Qualitative Methods as an Invitation to Interactive Journeys
   - 10:00 - 12:00 Hilton: Varley
   Chair: Stacy Blake-Beard, Harvard U.
   Participants: Stacy Blake-Beard, Harvard U.; Eileen McGowan, Harvard U.; Faye Crosby, U. of California, Santa Cruz; Linda K. Stroh, Loyola U., Chicago

101. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
   - 10:00 - 1:00 Royal York: Ontario

102. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
   - 10:00 - 1:00 Royal York: Tudor 7

Saturday 1:00PM

844. Cusp Catastrophe Modeling and Non-Linear Analyses
   - 1:00 - 5:00 Hilton: McDonald
   Chair: Stacy E. McManus, U. of Tennessee
   Participants: Kevin Dooley, Arizona State U.; Terrence Oliva, Temple U.
   Presenters: Paul Hanges, U. of Maryland; Joan R. Rentsch, U. of Tennessee

104. SPDW:(OMT, BPS, TIM, RM) Quantitative Methods for Applying Complexity Theory to Organizations
   - 1:00 - 3:00 Sheraton Centre: Conference Room E

105. SPDW:(IM, RM) Structural Equation Modeling in Cross-Cultural Research
   - 1:00 - 4:30 Sheraton Centre: Elgin

Saturday 2:30PM

111. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods

Sunday 7:00AM

117. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Organizational Meeting and Breakfast
   - 7:00 - 8:00 Royal York: Ballroom

Sunday 8:00AM

847. Doing Interpretive Organizational Research in the Narrative Genres
   - 8:00 - 10:00 Hilton: Thomson
   Chairs: Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.
   Participants: Brad Jackson, Victoria U. of Wellington, New Zealand; Anshuman Prasad, U. of New Haven; Pushkala Prasad, Lund U.; Jeff Everett, U. of Calgary
848. Using WABA: a General Guide to Using Within- and Between-Entities Analysis  
8:00-12:00 Hilton: Lismer  
Chair: Fred Dansereau, State U. of New York, Buffalo  
Organizer: Fred Dansereau, State U. of New York, Buffalo  

119. SPDW: (RM, MED) Statistical Software and Freeware for Data Analysis in Management  
8:00-10:00 Hilton: Varley  
Chair:  
Organizers:  
Particpants:  
8:00-10:30 Royal York: Ballroom

8:00-10:30 Royal York: Ballroom

123. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe  
8:00-10:30 Royal York: British Columbia

Sunday 8:30AM

124. SPDW: (OMT, BPS, MOC, RM) Three Conversations on Organizational Knowledge -- Conclusion  
8:30-9:30 Sheraton Centre: Ballroom West

8:30-12:00 Royal York: Ontario

Sunday 10:00AM

849. Symposium: Ask the Quantitative Experts  
10:00-12:00 Hilton: Casson  
Chair: Philip L. Roth, Clemson U.  
Structural Equations Modeling, Larry J. Williams, Virginia Commonwealth U.; Charles Lance, U. of Georgia  
Measurement, Robert J. Vandenberg, U. of Georgia; Stephanie L. Castro, Louisiana State U.  
Hierarchical Linear Modeling, Nathan Bennett, Georgia Institute of Technology; David A. Hofmann, Michigan State U.; Mark Anthony Griffin, Queensland U. of Technology; Mark B. Gavin, Oklahoma State U.  
Meta-Analysis, Philip L. Roth, Clemson U.  
Missing Data, Fred S. Switzer, Clemson U.  
Multiple Regression, Herman Aquinins, U. of Colorado, Denver; Yoav Ganzach, Tef-Aviv U.

850. Hidden Persuasions: Comparative Analysis in Qualitative Research  
10:00-12:00 Hilton: Tom Thomson  
Panel discussion and conversation about the process of comparative analysis in management research.  
Chair: Robert P. Gephart, U. of Alberta  
Participants: Reed E. Nelson, Southern Illinois U.; Ann Langley, U. du Québec à Montreal; Paul M. Hirsch, Northwestern U.

851. Qualitative and Quantitative Approaches to Time Based Research: A Panel Discussion  
10:00-12:00 Hilton: Varley  
Chair: Bettina Hamilton, U. of Miami  
Panel: Terri A. Scandura, U. of Miami/Hong Kong U. of Science and Technology; Tammy D. Allen, U. of South Florida; Robert W. Eder, Portland State U.; Steven C. Currall, Rice U.; David M. Boje, New Mexico State U.; Cecily Dale Cooper, U. of Southern California; Kinuyo Shimizu, Aoyamagakuien Graduate School of Advertising, Japan

Sunday 10:30AM

134. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."  
10:30-12:00 Royal York: Ballroom

Monday 8:50AM

176. SHCS: (RM, IM, OMT) Rigor and Relevance in Organization and Management Research  
8:50-10:20 Sheraton Centre: Ballroom Centre

Monday 10:40AM

852. Paper Session: Research Methods Division Proceedings Papers  
10:40-12:00 Sheraton Centre: Wentworth  
Chair: Michelle A. Marks, Florida International U.  
The Theoretical Contribution of Computer Simulation, Ryan Quinn, U. of Michigan  
Published in Conference Proceedings

Beyond Two-Group Comparisons: Identifying Sets of Non-Invariant Groups, Roger B. Rensvold, City U. of Hong Kong; Gordon W. Cheung, Chinese U. of Hong Kong  
Winner of Sage Publications/RM Division Best Paper Award  
Published in Conference Proceedings

Introduction: David A. Harrison, U. of Texas, Arlington  
Discussant: Nicholas S. Mirelli, Morgan State U.

Monday 12:20PM

215. JS: (OMT, RM) A Time to Reflect: Constructing Knowledge and Alternative Modes of Investigation in Organization and Management Theory  
12:20-2:10 Sheraton Centre: Civic Ballroom

Monday 12:50PM

184. SHCS: (RM, OB) A Timely Look at Multilevel Research Methodology: Taking Stock of Where We Are and Perspectives on Where We Need to Go  
12:50-2:10 Sheraton Centre: Ballroom Centre

Monday 2:30PM

853. Symposium: Much Ado About Missing Data: Current Methods of Incomplete Data Analysis in Organizational Research  
2:30-3:50 Sheraton Centre: Wentworth  
Toward Building a Theory of Attrition: The Impact of Attrition-Related Non-Random Sampling in Longitudinal, Organizational Research, Jodi S. Goodman, Purdue U.; Gary Ballinger, Purdue U.; Lucy L. Gilson, Georgia Institute of Technology  
Missing Data Analysis for Single Choice and Multiple Choice Survey Questions, Thomas Astebro, U. of Waterloo; Gongyue Chen, U. of Waterloo
Comments on the Future of Missing Data Research, Philip L. Roth, Clemson U.

discussant: Philip L. Roth, Clemson U.

Tuesday 8:30AM

340. IP: Developing Research Methods: Q&A
   • 8:30-10:10 Royal York: Canadian 3

Tuesday 10:30AM

854. Paper Session: Organizational Phenomena Viewed Through a Different Lens
   • 10:30-11:50 Sheraton Centre: Wentworth
   Chair: Steven C. Currall, Rice U.
Prospects for Progress in the Organizational Sciences:
   Toward a Problem Solving Model, Frederick Morgeson, Michigan State U.
Pictures, Patience, and Pattern-Matching: Sharing Insights from My Four-Year Journey to Make Sense of Qualitative Interview Data, Anne D. Smith, U. of New Mexico
Foucauldian Inspired Case Study Research: Methodological Concerns and Method, Kathryn Noreen Kearins, U. of Waikato, New Zealand

discussant: Michele Issel, U. of Illinois, Chicago

Tuesday 2:00PM

   • 2:00-3:40 Hilton: McDonald

Tuesday 5:00PM

855. RM Social Hour
   • 5:00-6:00 Sheraton Centre: Wentworth
   Division Chair: David A. Harrison, U. of Texas, Arlington

Tuesday 6:00PM

856. Meeting: RM Business Meeting
   • 6:00-8:00 Sheraton Centre: Wentworth
   Division Chair: David A. Harrison, U. of Texas, Arlington

Wednesday 10:40AM

857. Paper Session: New Methodological Approaches
   • 10:40-12:00 Sheraton Centre: Wentworth
   Chair: Claudia C. Coglider, Oregon State U.
Applications of Mean and Covariance Structure Analysis: Uniting Experimental and Correlational Approaches, Robert E. Ployhart, U. of Maryland; Frederick L. Oswald, Purdue U.

discussant: Jeffrey R. Edwards, U. of North Carolina

385. IP: Research Methods - an Overview and Details
   • 10:40-12:00 Royal York: Canadian 6
### Social Issues in Management

**Program Chair:** Jeanne M. Logsdon, U. of New Mexico  
**Professional Development Workshop Chair:** Lawrence J. Lad, Butler U.

<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tr>
<td>9:00am</td>
<td>SPDW: Service-Learning Community Service Project • Off: Toronto Covenant House</td>
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<td>SPDW: CMSW Doctoral Workshop • SC: Norfolk</td>
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<td>SPDW: CMSW Junior Faculty Workshop • SC: York</td>
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<td>SIM Doctoral Consortium • SC: Peel</td>
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<td>Debriefing Meeting • SC: Conference Room E</td>
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<td>SIM Doctoral Consortium • SC: Peel</td>
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<td>SPDW: New Doctoral Students Consortium • RY: Upper Canada</td>
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<td>The New Century of Corporate Political Strategy • SC: Dominion Ballroom S</td>
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<td>Building Bridges Between Research Styles • SC: Ballroom East</td>
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<td>SPDW: Public Corruption Roundtable • RY: Jasper 1-266</td>
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**Friday 9:00AM**

**SPDW:** (SIM, ONE, MED, PNP) Service-Learning Community Service Project  
- 9:00- 8:00 Off Site: Toronto Covenant House

**Friday 1:00PM**

**SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSGW Doctoral Workshop  
- 1:00- 6:00 Sheraton Centre: Norfolk

**Friday 3:00PM**

**SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSGW Junior Faculty Workshop  
- 3:00- 6:00 Sheraton Centre: York

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
Friday  5:00PM

858. SIM Doctoral Consortium
- 5:00- 9:00 Sheraton Centre: Peel
By invitation only. See Saturday schedule.
Organizers: Diane Swanson, Kansas State U.; Jennifer J. Griffin, George Washington U.

Friday  5:30PM

859. Debriefing Meeting: Service-Learning Community
Service Project
- 5:30- 8:00 Sheraton Centre: Conference Room E
Organizer: Larry Lad, Butler U.

Friday  6:00PM

85. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception for Arriving Critters
- 6:00- 9:00 Sheraton Centre: Conference Room B&C

Saturday  7:30AM

86. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Breakfast
- 7:30- 8:00 Royal York: Ontario

Saturday  8:00AM

860. SIM Doctoral Consortium
- 8:00- 5:00 Sheraton Centre: Peel
Organizers: Diane Swanson, Kansas State U.; Jennifer J. Griffin, George Washington U.

Saturday  9:00AM

861. The New Century of Corporate Political Strategy
- 9:00- 12:00 Sheraton Centre: Dominion Ballroom S
Pre-conference preparation required; contact Amy Hillman at Ahillman@ivey.uwo.ca by 7/15/2000.

99. SPDW: (MED, MOC, ODC, ONE, SIM) Hands-on Practice in Stakeholder Learning Dialogs
- 9:30- 12:00 Sheraton Centre: Norfolk

Saturday  9:30AM

101. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory
- 10:00- 1:00 Royal York: Ontario

102. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Teaching Workshop: Bringing Critical Perspectives into the Classroom
- 10:00- 1:00 Royal York: Tudor 7

Saturday  1:30PM

109. SPDW: (MED, MOC, ODC, ONE, SIM) Reflecting on & Applying Learning on Stakeholder Dialogue
- 1:30- 3:30 Sheraton Centre: Conference Room D

Sunday  2:30PM

111. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Research Methods Workshop: Interpretive Methods for Critical Management Studies
- 2:30- 5:30 Royal York: Ontario

112. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Strategy Workshop: Political Economy, Governance, and Business Strategy
- 2:30- 5:30 Royal York: Tudor 7

Sunday  5:30PM

862. SIM Keynote Address: The Story of Worldwide Anti-Corruption Legislation: The Transparency International Role
- 5:30- 8:00 Sheraton Centre: Ballroom East
Co-sponsored with Society for Business Ethics with support from the Center for Corporate Community Relations, Boston College.
Reception to follow presentation.
Organizers: Ann K. Buchholz, U. of Georgia; Craig Fleisher, U. of New Brunswick; Len Brooks, U. of Toronto
Presenter: Wesley Cragg, York U.

115. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Reception and Refereed Paper Roundtables
- 5:30- 7:30 Royal York: Ballroom

Saturday  6:00PM

116. SPDW: (NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) All Doctoral Students Reception
- 6:00- 8:00 Royal York: Upper Canada

Saturday  7:30PM

117. SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Social Time
Sunday 7:00AM

118. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Organizational Meeting and Breakfast
  • 7:00- 8:00 Royal York: Ballroom

Sunday 8:00AM

  • 8:00- 10:30 Royal York: Ballroom

123. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW: Gender and Tenure In Academe
  • 8:00- 10:30 Royal York: British Columbia

Sunday 9:00AM

863. Building Bridges Between Research Styles: A Dialog Between Management and Philosophy Scholars
  • 9:00- 12:00 Sheraton Centre: Ballroom East
  Organizers: Ann K. Buchholtz, U. of Georgia; Craig Fleisher, U. of New Brunswick
  Facilitator: Steve Wartick, U. of Northern Iowa
  Presenters: George Brenkert, Georgetown U.; Robert Fredrick, Bentley College; Linda K. Trevino, Pennsylvania State U.; Archie B. Carroll, U. of Georgia

Sunday 10:00AM

131. SPDW:(PNP, SIM) Roundtable on International Public Corruption
  • 10:00- 12:00 Royal York: Jasper 1-266

Sunday 10:30AM

134. SPDW:(CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) CMSW Plenary Speaker: Doug Henwood: "A New Economy? Beyond the Hype."
  • 10:30- 12:00 Royal York: Ballroom

Monday 8:00AM

864. SIM Division Welcome
  • 8:00- 8:30 Sheraton Centre: Dominion Ballroom S
  Division Chair: D. Jeffrey Lenn, George Washington U.
  Program Chair: Jeanne M. Logsdon, U. of New Mexico

Monday 8:30AM

865. Paper Session: Sources of Social Control
  • 8:30- 10:20 Sheraton Centre: Dominion Ballroom S
  Chair: Dawn Elm, U. of St. Thomas
  Organizational Moral Values: Definitions and Measurement
  Elizabeth D. Scott, Pennsylvania State U.
  Moral Tethers
  Barry M. Mitnick, U. of Pittsburgh
  Collective Myopia and Normalization Behind the Scene of White-collar Crimes in Japan: A Diagnostic Theory on the Case of Dai-ichi Kangyo Bank
  Nobuyuki Chikudate, U. of Southern California
  An Action Learning Perspective on the Relationship Between Regulatory Pressure and Organizational Misconduct
  Tammy L. Mac Lean, Boston College; Robert Radin, Boston College

Monday 9:00AM

177. SHCS:(SIM, IM) International Cooperation for the Suppression of Business Bribery in the Global Economy
  • 9:00- 10:20 Sheraton Centre: Ballroom East

Monday 10:40AM

866. Paper Session: Impacts of Public Policies
  • 10:40- 12:00 Sheraton Centre: Dominion Ballroom S
  Chair: John F. Mahon, Boston U.
  Litigating Regulation: Corporate Strategy in Telecommunications
  John Manuel de Figueiredo, Massachusetts Institute of Technology
  Published in Conference Proceedings
  Corporate Political Strategy and Antitrust Policy: The Role of International Competitive Effects
  Jean-Philippe Bonardi, Tulane U.
  How Deregulated Firms Combine Market and Nonmarket Activities - Evidence from Telecom Operators in Europe.
  John Manuel de Figueiredo, Massachusetts Institute of Technology
  Discussants: Patricia Luoma, Quinnipiac College; Brian Shaffer, U. of Maryland

  • 10:40- 12:00 Royal York: Alberta

Monday 12:20PM

304. IP: Macro Perspectives on Social Issues
  • 12:20- 2:10 Royal York: Canadian 8

Monday 2:30PM

867. Paper Session: New Research on Corporate Social Performance
  • 2:30- 3:50 Sheraton Centre: Dominion Ballroom S
  Chair: Archie B. Carroll, U. of Georgia
  Corporate Social Audits: Subjecting Miles' 1987 Model to Tests of Validation
  James F. Weber, Duquesne U.; David Wasielewski, U. of Pittsburgh
  Stakeholder Salience and Corporate Philanthropy: Three Strikes and You're Funded (One Strike and You're Out?)
  Sara A. Morris, Old Dominion U.
  Published in Conference Proceedings
  Information and Social Decisions: Reworking the CSP-CFP Model
  Douglas A. Schuler, Rice U.; Michele Daley, Rice U.
  Discussants: Steven N. Brenner, Portland State U.; Linda Sama, U. of Texas, El Paso

274. SIT: Advancing Our Understanding of Culture: Mobility, Schemas and Similarity
  • 2:30- 3:50 Royal York: Saskatchewan

Monday 4:10PM

868. Theme: Corporate Accountability Comes of Age:
  Social Auditing and Reporting in the 21st Century

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6

B183
**SIM Social Issues in Management**

- **4:10-6:00 Sheraton Centre: Dominion Ballroom S**
  
  **Chair:** Len Brooks, U. of Toronto
  
  **Emerging International Standards in Social and Ethical Accounting, Auditing, and Reporting,** Simon Zadek, Institute of Social and Ethical Accountability/Global Reporting Initiative
  
  **Global Suppliers -- CEPPA Guidance and Auditor Training,** Eileen Kohl Kaufman, Council on Economic Priorities Accreditation Agency

  **Trends in Corporate Self-Reporting,** Priscilla Boucher, VanCity

  **Discussants:** David Nitkin, EthnicScan Canada; Kimberly Davenport, Bell South Corporation.

  **180. SHCS:(CM, OB, SIM) Ethics in Conflict and Negotiation**

  - **4:10- 6:00 Sheraton Centre: Ballroom Centre**

  **Monday 6:00PM**

  **Award for the Best MBA Student Paper on Corporate Citizenship**

  - **6:00- 7:00 Sheraton Centre: Dominion Ballroom S**

  **Hosted by the Center for Corporate Community Relations, Boston College**

  **Presiding:** Bradley Googins, Boston College

  **Tuesday 8:30AM**

  **870. Paper Session: Managers and Ethics**

  - **8:30- 10:10 Sheraton Centre: Dominion Ballroom S**

  **Chair:** Edwin M. Epstein, St. Mary's College

  **The Role of Moral Intensity in Ethical Decision Making: A Review and Investigation of Moral Recognition, Evaluation, and Intention,** Douglas R. May, U. of Nebraska, Lincoln; Kevin Pauli, U. of Nebraska, Lincoln

  **Time's Up! Ethical Decision Making Under Time Pressure,** Ronald M. Roman, U. of Pittsburgh

  **Management and the Uses of Ambiguity and Fear: How Machiavelli Can Improve Stakeholder and Justice Theory,** Lenahan Louis O'Connell, U. of Kentucky

  **Discussions:** Steve Feldman, Case Western Reserve U.; Kelly Strong, Michigan Technological U.

  **234. JS:(GDO, HR, SIM) Sexual Harassment Policy Effects: Implications for Theory, Research, and Practice**

  - **8:30- 10:10 Royal York: Territories**

  **Tuesday 10:30AM**


  - **10:30- 11:50 Royal York: Quebec**

  **236. JS:(MED, PNP, SIM) Theoretical Foundations of Civic Engagement and Service-Learning**

  - **10:30- 11:50 Hilton: McDonald**

  **341. IP: Individual and Organizational Perspectives in SIM Research**

  - **10:30- 11:50 Royal York: Canadien 1**

  **Tuesday 2:00PM**

  **871. Paper Session: Stakeholders and Theory Development II**

  - **2:00- 3:20 Sheraton Centre: Dominion Ballroom S**

  **Chair:** Maureen Bezold, Pennsylvania State U.

  **Stakeholder Research: An Organizing Framework,** Jennifer J. Griffin, George Washington U.

  **Six Normative Principles for the Governance of Stakeholder Relations,** Pursey P.M.A.R. Heugens, Erasmus U.; Samuel P. Kaptein, Erasmus U.; Johannes Van Oosterhout, Erasmus U.


  **Discussions:** Jerry M. Calton, U. of Hawaii, Hilo; Tara J. Radin, Hofstra U.

  **Tuesday 3:40PM**

  **872. Division: SIM Division Chair's Address and Business Meeting**

  - **3:40- 6:00 Sheraton Centre: Dominion Ballroom S**

  **The SIM Division Chair's address and discussant will start at 3:40pm and end at 4:45pm, and the business meeting will begin at 4:45pm and end at 6pm**

  **Division Chair:** D. Jeffrey Lenn, George Washington U.

  **H20, D. Jeffrey Lenn, George Washington U.**

  **Discussant:** James F. Weber, Duquesne U.

  **246. JS:(MED, SIM, CAR) Personal and Organizational Transformation and the Search for Meaning in Turbulent Times**

  **Tuesday 6:30PM**

  **873. SIM Social Hour**

  - **6:30- 7:30 Sheraton Centre: Dominion Ballroom S**

  **Organizer:** Jeanne M. Logsdon, U. of New Mexico

  **Wednesday 8:30AM**

  **874. Paper Session: Organizations and Ethics**

  - **8:30- 10:20 Sheraton Centre: Dominion Ballroom S**

  **Chair:** James F. Weber, Duquesne U.

  **It's Lovely at the Top: Comparing Senior Managers' and Employees' Perceptions of Organizational Ethics,** Linda K. Trevino, Pennsylvania State U.; Gary R. Weaver, U. of Delaware; Michael E. Brown, Pennsylvania State U.

  **Source of Legitimacy and Cognitive Intent in Corporate Ethics Programs,** Scott J. Reynolds, U. of Minnesota; Mary Lippitt Nichols, U. of Minnesota

  **Corporate Codes of Ethics: Factors Leading to Effectiveness,** Mark Stephen Schwartz, York U.; Wesley Craig, York U.

  **Discussions:** Deborah Vidaver-Cohen, Florida International U.; Randi L. Sims, Nova Southeastern U.

  **Wednesday 10:40AM**

  **875. Paper Session: Stakeholders and Theory Development II**

  - **10:40- 12:00 Sheraton Centre: Dominion Ballroom S**

  **Chair:** Donna J. Wood, U. of Pittsburgh

  **Stakeholder Connectedness: A Relationship Based Approach,** Mark A. Heuer, George Washington U.

  **When Do Stakeholders Act? An Interest and Identity Based Model of Stakeholder Mobilization,** Timothy J. Rowley, U. of Toronto; Miheoa Moldoveanu, U. of Toronto

  **2Time to Rethink Stakeholder Legitimacy Management and the Qualified Good Neighbor: The Case of Nova Nada and JDI,** Cathy Driscoll, Saint Mary's U.; Annie Crombie, Dalhousie U.

  **Discussions:** Craig Dunn, San Diego State U.; Joseph A. Petrick, Wright State U.
Paper Session: Corporate Social Performance: Its Time Is Now

- 12:20-2:10 Sheraton Centre: Dominion Ballroom S

Chair: Philip L. Cochran, Pennsylvania State U.

A Resource Dependence Perspective on Stakeholder Performance, Shawn L. Berman, Boston U.; Andrew C. Wicks, U. of Washington

Good Deeds and Misdeeds: A Mediated Model of the Effect of Corporate Social Performance on Organizational Attractiveness, Rebecca A. Luce, Michigan State U.; Alison E. Barber, Michigan State U.; Amy J. Hillman, U. of Western Ontario


Discussants: Mark Cordano, Wright State U.; Virginia W. Gerde, U. of New Mexico
## Technology and Innovation Management

**Program Chair:** Philip C. Anderson, Dartmouth College  
**Professional Development Workshop Chair:** Raghu Garud, New York U.

<table>
<thead>
<tr>
<th>Start</th>
<th>Division Program</th>
<th>Shared Program</th>
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<tbody>
<tr>
<td>1:00pm</td>
<td>377 TIM/OCIS Doctoral Consortium • SC:Huron</td>
<td>81 SPDW: CMSW Doctoral Workshop • SC:Norfolk</td>
</tr>
<tr>
<td>3:00pm</td>
<td>376 TIM/OCIS Doctoral Consortium • H:Casson</td>
<td>82 SPDW: CMSW Junior Faculty Workshop • SC:York</td>
</tr>
<tr>
<td>6:00pm</td>
<td>85 TIM/OCIS Doctoral Consortium • SC:Huron</td>
<td>95 SPDW: CMSW Reception for ArrivingCritters • SC:Conference Room B&amp;C</td>
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<tr>
<td>7:30am</td>
<td>86 SPDW: CMSW Food • SC:-other</td>
<td>104 SPDW: Quantitative Methods and Complexity Theory • SC:Conference Room E</td>
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<tr>
<td>8:30am</td>
<td>88 SPDW: OCIS/ TIM Junior Faculty Consortium • SC:Carleton</td>
<td>112 SPDW: CMSW: Critical Perspectives on Strategy • SC:Tudor 7</td>
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<tr>
<td>9:00am</td>
<td>89 SPDW: New Doctoral Students Consortium • SC:Upper Canada</td>
<td>115 SPDW: CMSW: Recept and Roundtables • SC:Upper Canada</td>
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<tr>
<td>10:40am</td>
<td>90 SPDW: CMSW: Practice/Activity Theory • SC:Upper Canada</td>
<td>116 SPDW: All Doctoral Students Reception • SC:Upper Canada</td>
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<tr>
<td>1:00pm</td>
<td>91 TIM/OCIS Doctoral Consortium • H:Varley</td>
<td>117 SPDW: CMSW: Social Time • SC:Upper Canada</td>
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<tr>
<td>2:30pm</td>
<td>92 TIM/OCIS Doctoral Consortium • H:Varley</td>
<td>118 SPDW: CMSW Organizational Meeting and Breakfast • SC:Upper Canada</td>
</tr>
<tr>
<td>3:00pm</td>
<td>93 SPDW: CMSW: Critical Perspectives on Strategy • SC:Upper Canada</td>
<td>119 SPDW: CMSW Plenary Speaker: Doug Henwood • SC:Upper Canada</td>
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<tr>
<td>5:30pm</td>
<td>94 SPDW: CMSW: Critical Perspectives on Strategy • SC:Upper Canada</td>
<td>120 SPDW: CMSW: Critical Research in the Management Journals • SC:Upper Canada</td>
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<td>6:00pm</td>
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<td>121 SPDW: CMSW: Critical Research in the Management Journals • SC:Upper Canada</td>
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<td>129 SPDW: CMSW: Critical Research in the Management Journals • SC:Upper Canada</td>
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</tbody>
</table>

**Legend:** _theme_,  _teaching_,  _management practice_,  _international_, Other abbreviations p. A38 - 39
### Friday 1:00PM

81. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Doctoral Workshop**  
   - 1:00-6:00 Sheraton Centre: Norfolk

### Friday 3:00PM

877. **TIM/OCIS Doctoral Consortium**  
   - 3:00-7:00 Sheraton Centre: Huron  
     Pre-registration required.  
     **Chairs:** Raghu Garud, New York U.; V. Sambamurthy, U. of Maryland  
     **Participants:** Robert W. Zmud, U. of Oklahoma; Paul Almeida, Georgetown U.; Deborah J. Dougherty, Rutgers U.; Martin Kenney, U. of California, Davis

82. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Junior Faculty Workshop**  
   - 3:00-6:00 Sheraton Centre: York

### Friday 6:00PM

85. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception for Arriving Critters**  
   - 6:00-9:00 Sheraton Centre: Conference Room B&C

### Saturday 7:30AM

86. **SPDW:** (BPS, CMS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Breakfast**  
   - 7:30-8:00 Royal York: Ontario

### Saturday 8:00AM

379. **TIM/OCIS Doctoral Consortium-Saturday**  
   - 8:00-5:00 Hilton: Casson  
     Pre-registration required.  
     **Chairs:** Raghu Garud, New York U.; V. Sambamurthy, U. of Maryland  
     **Participants:** Paul Almeida, Georgetown U.; Deborah J. Dougherty, Rutgers U.; Robert W. Zmud, U. of Oklahoma; Martin Kenney, U. of California, Davis

90. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Plenary: What's Critical about Management Studies?**  
   - 8:00-10:00 Royal York: Ontario

### Saturday 8:30AM

94. **SPDW:** (OCIS, TIM) **OCIS/TIM Junior Faculty Consortium**  
   - 8:30-5:00 Sheraton Centre: Carleton

96. **SPDW:** (NDSC, BPS, CAR, GDO, HCM, MED, MOC, OB, ODC, OMT, ONE, PNP, RM, SIM, TIM) **New Doctoral Students Consortium**  
   - 8:30-5:00 Royal York: Upper Canada

### Saturday 9:00AM

97. **SPDW:** (OMT, BPS, TIM, RM) **Bringing Complexity Theory to Bear on Organizations: Work in Progress**  
   - 9:00-12:00 Sheraton Centre: Elgin

### Saturday 10:00AM

879. **Y2K Aftermath:** Review of Events from Around the World  
   - 10:00-12:00 Hilton: McDonald  
     **Chair:** Oscar Hauptman, Melbourne Business School  
     **Participants:** Jon W. Beard, Southern Illinois U.; Edwardsville; Urs E. Gattiker, Aalborg U.; Karim K. Hirji, IBM Canada Ltd.; Robert T. Keller, U. of Houston

101. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW: Critical Perspectives on Work Organization: Practice/Activity Theory**  
   - 10:00-1:00 Royal York: Ontario

102. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Teaching Workshop:** Brining Critical Perspectives into the Classroom  
   - 10:00-1:00 Royal York: Tudor 7

### Saturday 1:00PM

880. **European Research Traditions in Technology and Innovation Management**  
   - 1:00-3:00 Hilton: Varley  
     **Chair:** Michael Dowling, U. Regensburg  
     **Participants:** Hans Georg Gemuenden, U. of Karlsruhe; Holger Ernst, U. of Kiel; Alfonso Molina, U. of Edinburgh; Joseph Lampel, U. of Nottingham; John P. Uthoi, The Aarhus School of Business; Arent Greve, Norwegian School of Economics and Business Administration

104. **SPDW:** (OMT, BPS, TIM, RM) **Quantitative Methods for Applying Complexity Theory to Organizations**  
   - 1:00-3:00 Sheraton Centre: Conference Room E

### Saturday 2:30PM

111. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Research Methods Workshop:** Interpretive Methods for Critical Management Studies  
   - 2:30-5:30 Royal York: Ontario

112. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Strategy Workshop:**  
   - 2:30-5:30 Royal York: Tudor 7

### Saturday 3:00PM

881. **Beyond Guest Speakers: Teaching Courses on Internet Businesses**  
   - 3:00-5:00 Hilton: Jackson  
     A number of schools are now offering courses on E-commerce or more broadly, Internet-related businesses. The goal of this session is to discuss what theoretical perspectives we can bring to bear in these courses and provide practical assistance to those putting together a course.  
     **Chair:** Mary Tripsas, Harvard U.  
     **Participants:** Thomas R. Eisenmann, Harvard U.; Suresh B. Kotha, U. of Washington; Christopher L. Tucci, New York U.; Allan Afuah, U. of Michigan; Marvin B. Lieberman, U. of California, Los Angeles

### Saturday 5:30PM

115. **SPDW:** (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM) **CMSW Reception and Refereed Paper Roundtables**  
   - 5:30-7:30 Royal York: Ballroom

### Saturday 6:00PM

Floor Plans: Royal York: E1 - E2, Sheraton Centre: E3 - E4, Hilton: E5, Surrounding Area: E6
### Technology and Innovation Management

#### Saturday 7:30PM

**All Doctoral Students Reception**
- 6:00 - 8:00 Royal York: Upper Canada

#### Sunday 7:00AM

**SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)**
- **CMSW: Social Time**
  - 7:30 - 8:30 Royal York: Ballroom

#### Sunday 8:00AM

**SPDW: (CMS, BPS, CAR, CM, ENT, GDO, HR, IM, MED, MH, MOC, OB, ODC, ONE, PNP, RM, SIM, TIM)**
- **CMSW Organizational Meeting and Breakfast**
  - 7:00 - 8:00 Royal York: Ballroom

### Monday 10:40AM

**Paper Session: The Dynamics of Radical vs. Incremental Innovation**
- 10:40 - 12:00 Royal York: Algonquin
  - **Chair:** Michael D. Lord, Wake Forest U.

#### Monday 12:20PM

**Paper Session: The Shifting Landscape for Commercializing Research**
- 12:20 - 2:10 Sheraton Centre: Conference Room D&E

#### Monday 2:30PM

**Paper Session: New Insights Into Technology Evolution**
- 2:30 - 3:50 Royal York: Algonquin
  - **Chair:** Cathy Rusinko, Villanova U.

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**Legend:** ☞ theme, ☞ teaching, ☞ management practice, ☞ international, Other abbreviations p. A38 - 39
Managing Under Science-Based Competition
- 2:30- 3:50 Sheraton Centre: Ballroom West

Research on Technological Learning, Knowledge Management, and Corporate Performance: Perspectives from Strategy, Organization Theory, and Management of Technology
- 2:30- 3:50 Sheraton Centre: Civic Ballroom

Monday 4:10PM

Paper Session: Knowledge, R&D, and Innovation Capabilities
- 4:10- 5:40 Royal York: Algonquin
Chair: Nathan Jay, Saint John's U.
The Determinants of National Innovative Capacity, Scott Stern, Massachusetts Institute of Technology; Michael E. Porter, Harvard U.; Jeffrey L. Furman, Massachusetts Institute of Technology

Published in Conference Proceedings

Human and Social Capital Explanations for Knowledge Development Outcomes, Soo-Hoon Lee, National U. of Singapore/Rensselaer Polytechnic Institute; Chee-Leong Chong, National U. of Singapore; Poh Kam Wong, National U. of Singapore


Technology Sourcing and Output of Established Firms in a Regime of Encompassing Technological Change, Charlene Linda Nicholls-Nixon, U. of Western Ontario; Carolyn Y. Woo, U. of Notre Dame

Tuesday 7:30AM

Paper Session: Exploring 'Internet Time' -- Research Themes in Electronic Commerce
- 7:30- 8:30 Royal York: Algonquin
Chair: Philip C. Anderson, Dartmouth College

Tuesday 8:40AM

Paper Session: Alliance Networks for Developing Technology
- 8:40- 10:10 Royal York: Algonquin
Chair: John P. Ulhøi, The Aarhus School of Business

Learning in Dynamic Inter-Firm Networks - The Efficacy of Multiple Contacts, John Hagedoorn, Maastricht U.; Geert M. Duysters, U. of Limburg

Strategic Participation in Industry-Wide Technical Organizations? Relating Informal Interfirm Networks and Alliance Formation, Lori Rosenkopf, U. of Pennsylvania; Anca Turcanu, U. of Pennsylvania; Varghese George, Rutgers U.

The Effects of Social Capital on the Technological Performance of the Firm: A Longitudinal Analysis, Pek-hooi Soh, National U. of Singapore

Technology Intensity and Competitive Intensity: Impact on Firm Collaboration and Performance, Siah Hwee Ang, National U. of Singapore

Tuesday 10:30AM

Paper Session: Make, Buy, or Partner: Managing Innovation Webs
- 10:30- 11:50 Royal York: Algonquin
Chair: Daniel Z. Levin, Rutgers U.

Importing Scientific Inventions: Direct Interaction, Geography, and Economic Performance, Ajay K. Agrawal, Massachusetts Institute of Technology/U. of British Columbia
The Role of Venture Capitalists in Developing Commercialization Strategies in Start-up Organizations, David H. Hsu, Massachusetts Institute of Technology

System-on-a-Chip Integration in the Semiconductor Industry: Industry Structure and Firm Strategies, Greg Linden, U. of California, Berkeley; Deepak Somaya, U. of California, Berkeley

Paper Session: Managing Research Alliances
- 2:00- 3:20 Royal York: Algonquin
Chair: Nile W. Hatch, U. of Illinois

Why Do Firms Join Cooperative R&D Consortia? A Test of an Integrated Model, James C. Hayton, Georgia State U.; Saloua Sehili, Georgia State U.; Vida G. Scarpello, Georgia State U.

Strategic Alliance Instability: Factors Affecting Governance Changes, Paul E. Bierly, James Madison U.; Joseph E. Coombs, James Madison U.
The Effects of Alliance Portfolio Characteristics and Absorptive Capacity on Performance: A Study of Biotechnology Firms, Gerard George, Syracuse U.; Shaker A. Zahra, Georgia State U.; Kathleen Wheatley, Syracuse U.; Raihan Khan, Syracuse U.

Paper Session: Strategic Management of Intellectual Property
- 2:00- 3:20 Royal York: Concert Hall

Paper Session: University-Based Research: Innovation and Commercialization
- 3:40- 5:10 Royal York: Algonquin
Chair: Henry Chesbrough, Harvard U.

An Investigation of Public and Private R&D Partnerships, Elena Revilla, U. de Valladolid; Joseph Sarkis, Clark U.; Aurelia Modrego, U. Carlos III de Madrid, Spain

How Relevant is University-Based High Technology Research to Private Firms? A US-Japan Comparison, Jennifer Spencer, U. of Houston


The Role of Trust in Industry-University Collaborative Ventures: Antecedents and Outcomes, Michael D. Santoro, Lehigh U.; Patrick Saparito, Rutgers U.
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<thead>
<tr>
<th>Event</th>
<th>Time</th>
<th>Location</th>
<th>Chair</th>
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<tr>
<td><strong>Firm Boundaries: Supply Chain Dynamics and Environmental Performance</strong></td>
<td>3:40 - 5:20</td>
<td>Royal York: Concert Hall</td>
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<tr>
<td><strong>Tuesday 5:30PM</strong></td>
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<tr>
<td><strong>894.</strong> Meeting: TIM Business Meeting</td>
<td>5:30 - 6:30</td>
<td>Royal York: Algonquin</td>
<td>Jeffrey Liker, U. of Michigan</td>
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<tr>
<td><strong>Tuesday 6:30PM</strong></td>
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<tr>
<td><strong>895.</strong> TIM Division Social Hour</td>
<td>6:30 - 11:00</td>
<td>Royal York: Algonquin</td>
<td>Jeffrey Liker, U. of Michigan</td>
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<tr>
<td><strong>Wednesday 8:30AM</strong></td>
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<tr>
<td><strong>368.</strong> IP: Organizing for Innovation</td>
<td>8:30 - 10:20</td>
<td>Royal York: Canadian 1</td>
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<tr>
<td><strong>369.</strong> IP: Conversations in Technology and Innovation Management</td>
<td>8:30 - 10:20</td>
<td>Royal York: Canadian 2</td>
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<tr>
<td><strong>Wednesday 8:50AM</strong></td>
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<tr>
<td><strong>896.</strong> Paper Session: Insights into Learning and Innovation</td>
<td>8:50 - 10:20</td>
<td>Royal York: Algonquin</td>
<td>Scott Ensign, U. of Western Ontario</td>
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<tr>
<td><strong>Wednesday 10:40AM</strong></td>
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<tr>
<td><strong>897.</strong> Paper Session: Managing Technology Development Projects</td>
<td>10:40 - 12:00</td>
<td>Royal York: Algonquin</td>
<td>Dennis Lee, Suffolk U.</td>
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<tr>
<td><strong>Wednesday 12:20PM</strong></td>
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<tr>
<td><strong>265. JS:(OMT,TIM,MOC) Lessons from Y2K --</strong></td>
<td>12:20 - 2:10</td>
<td>Royal York: Alberta</td>
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<tr>
<td><strong>Wednesday 12:40PM</strong></td>
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<td><strong>Wednesday 4:00PM</strong></td>
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</table>
The Royal York Hotel: Convention Floor
The Royal York Hotel: Mezzanine
The Sheraton Centre: Lower Concourse

The Sheraton Centre: Concourse
The Sheraton Centre: Mezzanine

1: York  
2: Peel  
3: Norfolk  
4: Oxford  
5: Carleton  
6: Windsor West  
7: Windsor East  
8: Essex Foyer

The Sheraton Centre: Second Floor

5: Elgin  
6: Wentworth  
7: Kenora  
8: Huron  
9: Kent  
10: Simcoe  
11: Dufferin
The Royal York and the Sheraton Centre are the Co-Headquarters Hotels. Several sessions will also take place at the Hilton Toronto. All 3 hotels can be reached via an underground marketplace.

In addition, from Sunday through Wednesday, shuttle bus service will run every 10-15 minutes between the Sheraton Centre and the Royal York Hotel. Sunday service will be from noon until 6:00 p.m. Service Monday and Tuesday runs from 7:30 a.m. until 6:00 p.m. On Wednesday, it starts at 7:30 and ends at 1:00 p.m. Since the Hilton Hotel is just a one minute walk from the Sheraton, guests at the Hilton can go to the Sheraton for the shuttle.