



COLLOQUIUM PROGRAM

31st EGOS Colloquium

Organizations
and the Examined Life:
Reason, Reflexivity
and Responsibility

July 2–4, 2015
Athens, Greece

Organized by:
ALBA Graduate Business School at
The American College of Greece

Hosted by:
The American College of Greece



Business *unusual*
at The American College of Greece

Hosted by

The American College of Greece



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WELCOME

Welcome EGOSians!

On behalf of the 50,000 alumni, 4,500 students, 603 faculty and staff of The American College of Greece (ACG), I am pleased to welcome you to Greece, to Athens and to our campus for 31st EGOS Colloquium: “Organizations and the Examined Life: Reason, Reflexivity and Responsibility”.

Founded in 1875 in Smyrna (today, Izmir, Turkey) by women from the United States as a school for girls, ACG is an extraordinary example of organizational adaptation in the face of tumultuous and even tragic circumstances. Destroyed by fire and relocated to Athens in 1922, the College has experienced war, occupation, dictatorship, and most recently a severe economic depression – comparable to the US Great Depression (1929-1933) but lasting, as of this writing, 50% longer.

ACG's emergence from such conditions as both the oldest and largest US-based college/university in Europe is a testament to the dedication, skill and perseverance of our faculty, staff, alumni and friends. We will continue to look to these institutional human resources to contend with whatever lies before us as Greece navigates its pressing economic, political, and social challenges.

Since 2011, the College's mission has included ALBA Graduate Business School at The American College of Greece. Together with our ALBA colleagues we are expanding our educational services to benefit our students, Greece and the wider academic and global community.

In that spirit, we welcome you and anticipate eagerly exploring the compelling themes of reason, reflexivity and responsibility. We look forward to supporting you in the personal and academic engagement that is the hallmark of EGOS conferences.

We are delighted you are here!

David G. Horner, PhD

President

The American College of Greece



WELCOME

Dear EGOSians,

We wholeheartedly welcome you to Greece, Athens and ALBA Graduate Business School at The American College of Greece.

We are proud and honored to be organizing and hosting the 31st European Group for Organizational Studies (EGOS) Colloquium.

ALBA Graduate Business School was established in 1992, with the mission to educate the visionary leaders of tomorrow who will act as agents of change and help shape the future business world by pushing forward the frontiers of knowledge related to the management of business organizations, while making that knowledge relevant to practitioners. Generating and disseminating knowledge represent ALBA's twin objectives. The academic environment, as strengthened by the strategic alliance with The American College of Greece in 2011, is characterized by a web of values that contribute to the ALBA character and culture, such as phronesis, integrity, creativity and innovation.

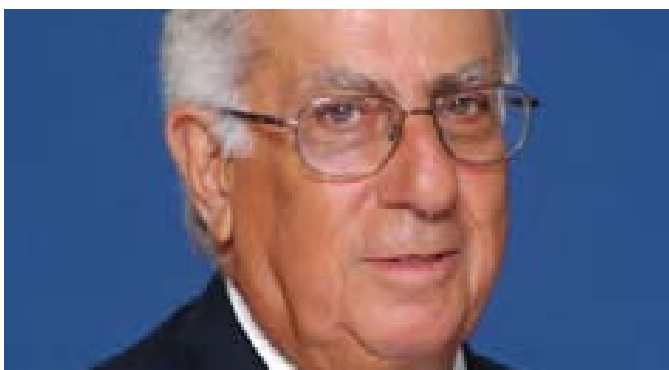
The Colloquium theme "Organizations and the Examined Life: Reason, Reflexivity and Responsibility" could not be discussed at a more appropriate time and location; a time of crisis that requires 'reason, reflexivity and responsibility', along with phronesis, resilience, creativity and innovation. Greece, with its long history and the current developments and discussions, and ALBA, with its academic environment and its "Business *Unusual*" spirit, which signifies an unwavering commitment to setting sights over the horizon, reaching for visionary ideals and working restlessly to get there, against the tide and against all odds, provide a fertile environment for a productive, stimulating, interesting and enjoyable colloquium.

Business *Unusual* is the founding DNA of ALBA. A way of thinking and working in business, a way of living in society. We aspire to share this way of thinking and living with all of you on the occasion of the 31st EGOS Colloquium.

Enjoy the Colloquium and your stay in Athens!

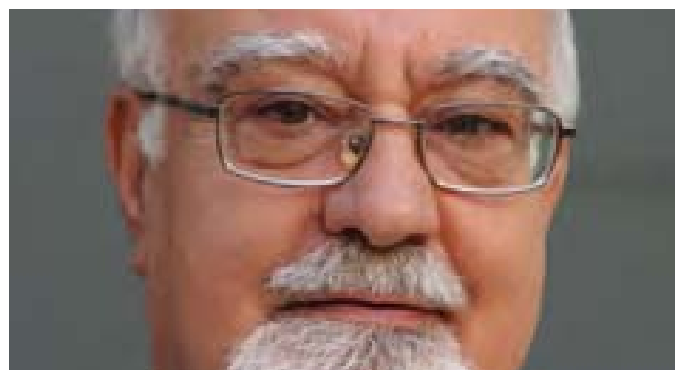
Nikos Ebeoglou

Chairman of the Board of Directors
ALBA Graduate Business School
at The American College of Greece



Nickolaos G. Travlos

Dean, The Kitty Kyriacopoulos
Chair in Finance
ALBA Graduate Business School
at The American College of Greece



WELCOME

Dear EGOSians,

Welcome to Athens!

The time has finally arrived for us to get immersed in an agora of ideas on reason, reflexivity and responsibility in the city where Socrates talked about the value of the examined life. Under the bright Hellenic sun that “haunted” Odysseas Elytis’ poems, we invite you to reflect, exchange ideas, challenge, enjoy intellectually stimulating dialogos and experience Athenian hospitality firsthand!

But there is an elephant in the room we must acknowledge, a modern Greek tragedy we have all become enmeshed in the last few years.

When we picked the theme for the 31st EGOS Colloquium in 2013, we considered it appropriate for the state of affairs in Greece and several parts of Europe at that moment: financial crisis, deep recession, high unemployment, political instability. But never in our wildest dreams would we have imagined back then that in June 2015, when we write this welcome note, Greece would be facing one of the most critical moments in its modern history, an existential choice with monumental implications for the people of this country and the Eurozone. There has never been a time with a more pressing need for reason, reflexivity and responsibility from all key actors and stakeholders: politicians, citizens, government officials, organizational leaders and scholars. And what a better setting than this phenomenal crisis for us academics to reflect on the costs of the “unexamined life”, think of ways to bridge the worlds of praxis and theoria and sketch possible pathways towards phronesis for unreflective political and organizational leaders?



Cabolis, D. (2000)
“Το Διλήμμα της ύπαρξης”
[“The dilemma of existence”]
Oil on Canvas, 80*100cm
Artspace Gallery: http://www.artspacegr.info/GALLERIE_foto/KABOLIS/dilima.htm

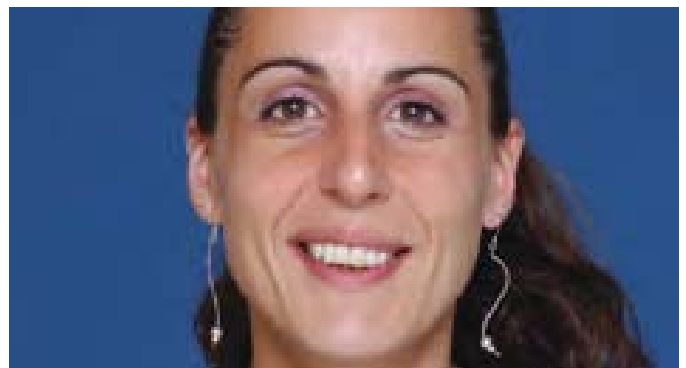
Organizing the 31st EGOS Colloquium has been both a challenge and an opportunity we gratefully embraced. It offered us the chance to bring to the fore 'another' Greece, that of resilience, hard work and delivery on promises. This purpose proved to be a continuous motivating factor for the team, a source of inspiration. A big wholehearted "thank you" to the members of our organizing committee, our advisory board, the EGOS board and Secretariat, colleagues and volunteers for their wonderful work, their ferocious support and contagious energy during these two years. It has been an amazing journey and we feel elated we can share with you the peak of that experience during the Colloquium week.

We leave you with a poem that epitomizes the spirit of the people of this country and sets the tone for the future:

"We've sailed for years on end, and still
we've kept afloat
we've chaged a thousand skippers
on this balmy boat,
we never paid the slightest heed to cataclysms
but plunged headlong
in everything with optimism..."

Odysseas Elytis,
The Sovereign Sun.

Olga Epitropaki & Yiota Pastra
Program Chairs of the EGOS Colloquium 2015



WELCOME

Dear colleagues,

Welcome to the 31st EGOS Colloquium in Athens, Greece. In the very pleasant and hospitable environment of The American College of Greece campus, we will have the chance to discuss, debate and reflect on issues important to organization studies. With 68 streams, one can hardly complain for lack of choice! Moreover, 6 sub-plenary sessions on a number of fascinating topics, with several distinguished organizational researchers as speakers, will provide the fora for exploration, joint reflection and debate.

We are honored to have two leading scholars as keynotes speakers. Professor Alexander Nehamas (Princeton University), a world renowned philosopher, will speak about the good life, while Professor Robert Chia (Glasgow University), a leading organizational scholar, will share his reflections on organization at large, including its bright and dark sides.

The theme of this Colloquium “Organizations and the Examined Life: Reason, Reflexivity and Responsibility” pervades several streams and events of the conference. Seeking the “examined life” has been a central pursuit of philosophy, science and politics ever since Socrates pronounced that “an unexamined life is not worth living”. In this Colloquium we seek to explore the many facets of this statement by putting it into the context of organizations and organizational scholarship. We want to better understand: how the taken-for-granted and unreflective character of much of organizational action is interrupted, triggering new thinking, novelty and change; how the ongoing tension between Apollonian order and Dionysian disorder is experienced and handled in organizations; how reason becomes reflective, reflexive and imaginative in the course of organizational life and scholarship; how praxis is related to theoria; how practical reason is exercised in organizational contexts; and what constitutes an Aristotelian “good life” and responsible action in organizational contexts.

Finally, while you spend some time in Athens, it may be worth travelling around the city and putting the question of “the good life” in the context of the current Greek crisis. The latter prompts us to think about how institutional failure occurs, how it is handled, and how the crisis may serve as a trigger for re-thinking what is taken for granted. In conditions of harsh austerity, social collapse, and political extremism, the ideal of the “examined life” becomes even more relevant: seeking what went wrong and learning from it is a condition for making life better.

Enjoy the Colloquium, enjoy Athens, enjoy the Greek light!



Professor Haridimos Tsoukas
Chair of the Program
Advisory Committee

WELCOME

Dear EGOSians,

Welcome to the 31st EGOS Colloquium!

Ένα θερμό καλωσόρισμα στην Αθήνα!

In 2005, our journal *Organization Studies* started holding annual summer workshops with a select group of EGOSians and other kindred spirits on scenic Greek islands. These workshops sought to inspire cutting-edge scholarly work and lively discussions on topics of significance for our field. Unwittingly, they also became stepping-stones in a journey that, a decade later, brings over 1,700 scholars from more than 40 countries to our first Colloquium in Athens. As it happens, Athens also turns out to have attracted more people than any other Colloquium in our history. Unfolding serendipitously at a defining moment for Greece's (and the EU's) future, the Colloquium – evocatively themed “Organizations and the Examined Life: Reason, Reflexivity and Responsibility” – welcomes discussions on different aspects of organizational life, requiring us to question and reconsider our theories, assumptions and conduct.

How do we uphold and protect the values of scholarly freedom and open-ended inquiry amidst the mounting pressures for short-term ‘impact’ and measurable outputs that favour formulaic solutions? How do we, as scholars, find the time and resources to do work that is daring and meaningful, attentive to the realities, needs, and dilemmas of organizations in society, as well as to those of our own academic vocation and the institutions in which we practice it?

The Athens Colloquium also opens up possibilities for reflection on the very nature of EGOS as our association. How do we continue to balance commitment to diversity and inclusivity with a growing size that, while a sign of a thriving community, poses new challenges to the characteristic quality and closeness of our annual encounters? Organizing a Colloquium is, in itself, a shared exercise of reason, reflexivity and responsibility. It also involves a lot of hard work, resourcefulness, resilience, and generosity from many people.

On behalf of the EGOS Board and all EGOSians, I would like to extend our deep appreciation to our local hosts and organizing team for the inspiring theme, impressive organizing efforts, and unrivalled enthusiasm in these unsettled times; to the EGOS Executive Secretariat – Angelika Zierer and Thomas Crowe – for their tireless and committed support above and beyond the call of duty; to the sub-theme convenors and those involved in the pre-Colloquium workshops and other program activities for shaping a truly exciting variety of energizing conversations; and to publishers and exhibitors for their continued interest in, and engagement with, our community.

A very warm welcome to those of you who are taking part in their first Colloquium, as well as to all those other EGOSians, who, year upon year, help make EGOS such a reflective, hospitable, and invigorating place – an “agora of ideas and debates”.

Enjoy the 31st EGOS Colloquium!



Silviya Svejnova
Chair of EGOS



GENERAL INFORMATION



ORGANIZERS

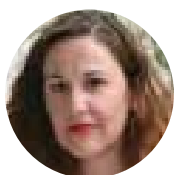
ORGANIZING COMMITTEE

The Organizing Committee members are:



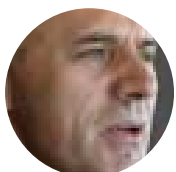
Yiota Pastra

Assistant Professor, ALBA Graduate Business School, Chair



Olga Epitropaki

Professor, ALBA Graduate Business School, Chair



Haridimos Tsoukas

Professor, University of Cyprus & University of Warwick, Program



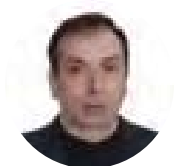
Nikolaos Mylonopoulos

Associate Professor, ALBA Graduate Business School, Logistics



Evangelia Baralou

Assistant Professor, ALBA Graduate Business School, Pre-Colloquium: Ph.D. Workshop



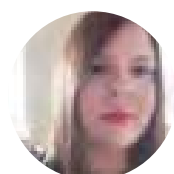
Seraphim Voliotis

Assistant Professor, ALBA Graduate Business School, Pre-Colloquium: Post-Doctoral and Early Career Scholars Workshop



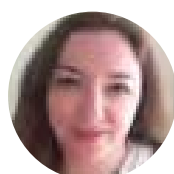
Maria Doukaki

Marketing Director, ALBA Graduate Business School, Communications & Publicity



Sophia Tzagaraki

Managing Editor, Organization Studies, Hospitality



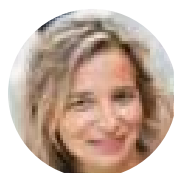
Mary Skordia

ALBA Graduate Business School, EGOS 2015 Communication & Administration Support



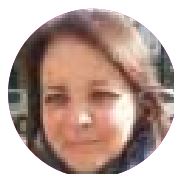
Iliana Lazana

Vice President for Human Resources and Campus Services, The American College of Greece, Campus



Vassia Comis

Executive Director of College Events, Office Human Resources and Campus Services, The American College of Greece, Campus



Mary Karagounis

Executive Director, Office of Technical Service, The American College of Greece, Campus

PROGRAM ADVISORY COMMITTEE

The Program Advisory Committee was formed to:

(a) contribute to the reviewing process of the sub-theme proposals submitted in December 2013 and

(b) act as ambassadors of the Colloquium and disseminate relevant information about EGOS and the Colloquium throughout various networks.

The Committee members are:

- Haridimos Tsoukas,
University of Cyprus & University of
Warwick, UK, (Chair)
- Elena Antonacopoulou,
University of Liverpool, UK
- Maria Daskalaki,
University of Kingston, UK
- Olga Epitropaki,
ALBA Graduate Business School
Greece & Aston University, UK
- Marianna Fotaki,
University of Warwick, UK
- Yiannis Gabriel,
University of Bath, UK
- Michael Jacobides,
London Business School, UK
- Jannis Kallinikos,
The London School of Economics and
Political Science, UK
- Panagiotis Karkatsoulis,
National School of Public Administration,
Greece
- Charalambos Mainemelis,
ALBA Graduate Business School, Greece
- Richard Nielsen,
Boston College, USA
- Alexia Panayiotou,
University of Cyprus
- Vassilis Papadakis,
Athens University of Economics and
Business, Greece
- Yiota Pastra,
ALBA Graduate Business School, Greece
- Maria Vakola,
Athens University of Economics and
Business, Greece
- Loizos Heracleus,
Warwick Business School, UK

COLLOQUIUM SECRETARIAT

ERASMUS CONFERENCES TOURS &
TRAVEL S.A.

Team:

Spyros Lianos

Georgia Tsatsou

Pavlos Antoniadis

EGOS EXECUTIVE SECRETARIAT, BERLIN

Angelika Zierer (Head)

Thomas Crowe

COLLOQUIUM VENUE



- The 31st EGOS Colloquium is organized by **ALBA Graduate Business School** at The American College of Greece and hosted at **The American College of Greece** (6 Gravias Street, Aghia Paraskevi, Athens, Greece).
- Five main buildings are being used during the Colloquium: the Deree Main building (DEREE), the Pierce premises (PIERCE), the John S. Bailey Library (LIBRARY), the Deree Communications building (COM) and the Deree Arts Center (ART).
- The Deree Gym will also be used and is located close to the corridor of the Deree Main building.
- The Registration Desk, where participants can collect all Colloquium material and their badge, is located in the corridor of Deree main building.
- The session rooms are located in DEREE, PIERCE, COM or CN, ART and LIBRARY.
- **Coffee/tea** will be served in the Student Lounge located in the Deree Main building, and in the Pierce Faculty Lounge & Patio Area located in Pierce premises.
- The locations of the pre-Colloquium workshops/events, as well as of all other main Colloquium activities, are listed in the corresponding overviews below.

EXHIBITORS

Exhibition Area

The exhibition area is located in the main corridor of Deree Main Building.

Exhibitors

Cambridge University Press

Edward Elgar Publishing

Emerald Group Publishing

Oxford University Press

Palgrave Macmillan

Routledge, Taylor & Francis Group

SAGE Publications

The map clearly depicts all buildings in use during the Colloquium.



1. Central Gate
2. Main Corridor (Registration/ Exhibitors)
3. Deree classrooms (pages 145-147)
4. Deree Student Lounge (Coffee and Lunch Area)
5. Deree Library (Upper level and Gallery)
6. Deree Gym (Opening Ceremony)
7. Deree Admissions Patio (social events)
8. Center of Arts
9. Pierce Theater Atrium (social events)
10. Pierce Theater (2nd Keynote and Awards)
11. Pierce classrooms (pages 152-157)
12. Pierce Faculty Lounge & Patio Area (Coffee and Lunch Area)
13. Communications Building classrooms (pages 149-151)

CAMPUS FACILITIES

GENERAL INFORMATION

The ACG campus is situated in a beautiful area in Aghia Paraskevi and its facilities include multiple buildings with rooms and amphitheaters, a gym, a swimming pool, and of course gorgeous gardens. There are three eating establishments on the ACG campus: Dipnosofistirio, Starbucks and Venetis.

BANK/CASH POINTS

There is an ATM of the National Bank of Greece (NBG) on campus (Deree Corridor); the ATM is connected with all major banks via the "DIAS" system.

EMERGENCIES

Throughout the Colloquium, there will be an ambulance and a doctor on campus. In case of an emergency, please contact the Colloquium Registration Desk in the main corridor of the Deree Main building.

LOST AND FOUND

A lost and found service is available at the Registration Desk (main corridor of the Deree Main building).

TECHNICAL & IT EQUIPMENT

Free internet access (wi-fi)

The Colloquium venue is covered by free wireless Internet access. No code is needed.

Electricity

The electrical current in Greece operates at 220-240 Volts. Appliances designed to operate on non-European outlets will need a voltage convertor and a plug adapter. This applies to Apple laptops as well.

IT equipment

All the rooms used during the Colloquium are equipped with projectors, and have free Wi-Fi Internet access. In many rooms, there are also interactive boards.

STUDENT VOLUNTEERS

The 31st EGOS Colloquium in Athens will bring together more than 1,800 academics and researchers from all over the world. Thus, extra help from student volunteers is essential and provides the unique opportunity to students to gain hands-on experience at a remarkable international event. Students volunteering for the 2015 Colloquium come from GLOVO and various Greek, public and private Universities. The Athens Organizing Committee would like to welcome them to the 2015 EGOS Colloquium and thank them for their time, assistance and contribution.

TRANSPORTATION TO AND FROM THE VENUE

(The American College of Greece, 6 Gravias Str. , Aghia Paraskevi)

All of the Pre-Colloquium and Colloquium sessions will run at The American College of Greece. The Pre-Colloquium social events, as well as the Wednesday Colloquium reception, will be hosted on campus.

Directions from Athens City Center to the Aghia Paraskevi campus are provided, as the hotels booked for the Colloquium are downtown. It is not difficult to access the campus. It is approximately 11 km from the city center (e.g. Syntagma Square). There are different ways of getting to the venue. The simplest way consists of two steps (as shown on the map that follows):

STEP 1:

By metro: From the city center (e.g. Syntagma Square) to Nomismatokopecio (see metro map that follows). The ticket is €1.20 and can be used for 70 minutes on any means of public transport. Most of the Colloquium hotels are located close to the line 3 stations.

STEP 2:

From Nomismatokopecio to the campus (the thick blue line on the map below).

For this second step there are three options:

a) **Shuttle busses** will run for the Colloquium from 7:45 to 8:30 taking delegates to the Campus, as well as at the end of each day's work taking delegates to Nomismatokopecio. The detailed schedule is included in the delegates bag.

Please note that this will be on a '**first come first served basis**'.

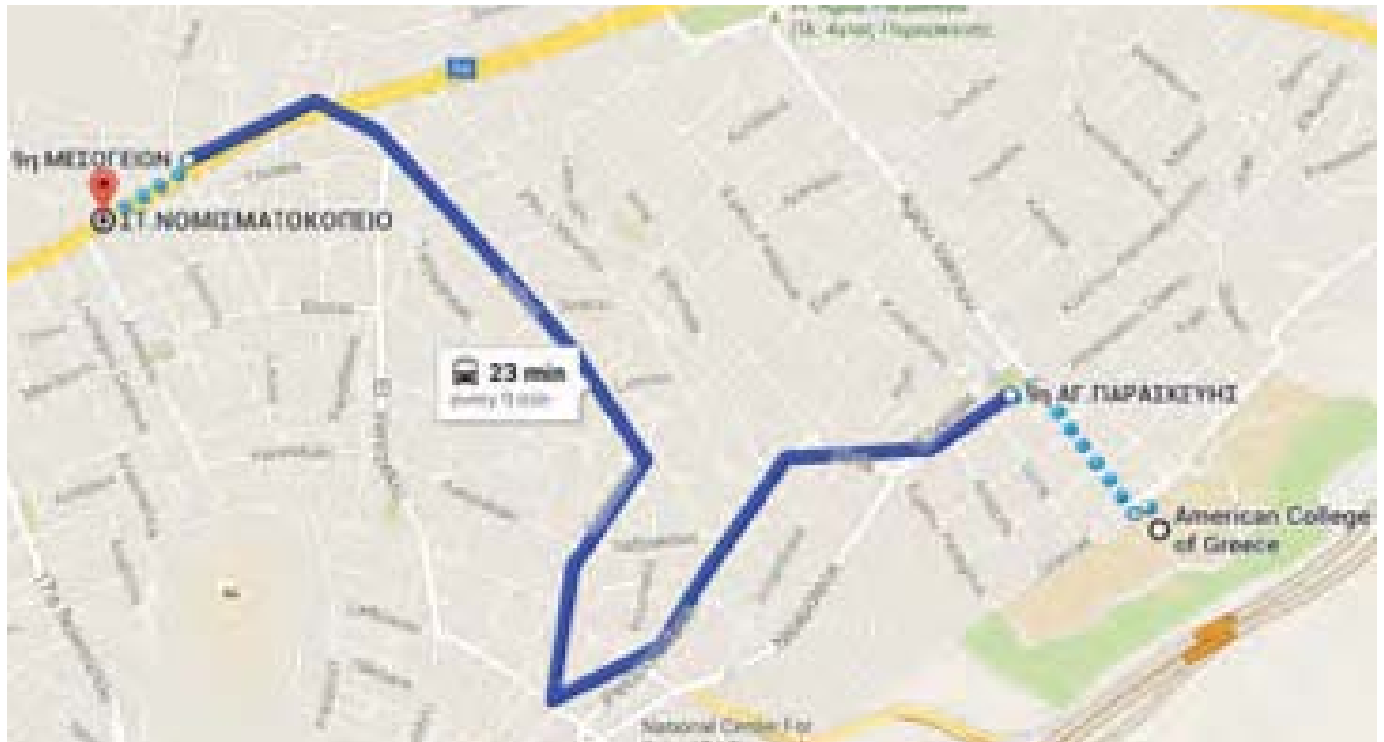
b) **Public transport:** On alighting from Nomismatokopecio metro station, cross Messogeion Avenue. Here you will see a bus stop; three bus lines serve the campus: B5, 406, 407

c) **Taxi:** The taxi fee from Nomismatokopecio metro station to the campus is approximately €3.50, and is therefore a good alternative for shared journeys. The app, "Taxibeat", is a convenient way of ordering taxis.

Please allow 45 to 55 minutes for the full route.

Nomismatokopecio metro station – campus by bus:

The detailed view (the blue line is the route the buses take; the dotted line shows the short walk from the bus stop to the campus).



A map of all metro lines in Athens is shown below:



More information on public transportation can be found in the “About Athens” section.

COLLOQUIUM REGISTRATION

CONTACT

Please address all requests for information concerning Colloquium registration to:

**31st EGOS Colloquium Secretariat
ERASMUS CONFERENCES TOURS &
TRAVEL S.A.**
1 Kolofontos & Evridikis Str., 161 21,
Athens, Greece
Tel.: +30.210.7414700,
E-mail: egos2015@erasmus.gr

COLLOQUIUM FEES

Please note that you must be registered as an “active” EGOS member in order to be able to participate in the 31st EGOS Colloquium in Athens. This means that your EGOS membership fee must have already been paid before registering in the Colloquium.

MEMBERSHIP TYPE	EARLY REGISTRATION (UP TO MAY 15)	LATE REGISTRATION (AFTER MAY 15)
EGOS FULL MEMBER	€395.00	€475.00
EGOS PHD/STUDENT	€265.00	€475.00

The Registration Fee includes:

- Access to all Colloquium sessions from Thursday, July 2, to Saturday, July 4.
- Welcome Cocktail on Wednesday, July 1.
- Opening Ceremony on Thursday, July 2.
- Coffee breaks and lunches on Thursday, July 2, Friday, July 3, and Saturday, July 4.

REGISTRATION DESK

The Registration Desk is located in the main corridor of Deree main building.

OPENING HOURS:	
Monday, June 29	11:00–13:00
Tuesday, June 30	08:00–18:00
Wednesday, July 01	08:00–20:00
Thursday, July 02	08:00–20:00
Friday, July 03	08:00–20:00
Saturday, July 04	08:00–14:00

- Personal badge, certificate of attendance, Colloquium bag and program book.

Tickets for the Colloquium Dinner & Party on Friday July 4, are not included in the registration fee. Tickets can be bought electronically during the Colloquium registration or onsite at the Registration Desk.

DELEGATE BADGE

Each participant will receive a Delegate Badge upon registration.

CERTIFICATE OF ATTENDANCE

Each participant will receive a Certificate of Attendance upon registration.

METHODS OF PAYMENT

You can pay for the EGOS Colloquium either directly online by credit card (secure page on the Colloquium website) or by bank transfer. Please select the appropriate option on the registration form. For further details, please visit: http://egosnet.org/2015_athens/colloquium_fees. Onsite payments can be made through a mobile credit card machine or in cash.

Payment by credit card: please note that only VISA and MasterCard credit card payments can be accepted.

PAYMENT REGULATIONS

Once online registration is completed, all registered participants will automatically receive a confirmation of their registration and a detailed electronic invoice. All invoices issued must be paid before the colloquium starts. Payments must be made in euro (€). Outstanding amounts will be collected when you register at the colloquium.

CANCELLATION OF REGISTRATION & REFUNDS

Participants wishing to cancel their registration must advise the Colloquium Registration Secretariat in writing. Failure to do so means that the invoice will remain outstanding, even if the person does not attend the Colloquium. All fees will be refunded (for participants cancelling their registration in writing) minus an

administrative charge of €30. Tickets for the Colloquium Dinner & Party can only be refunded if purchased before June 15, 2015 (23:59:59 CEST).

DISCLAIMER / LIABILITY

The 2015 EGOS Organizing Committee and ERASMUS accept no liability for any injuries/losses incurred by participants and/or accompanying persons, nor loss of (or damage to) any luggage and/or personal belongings. In the event of the Colloquium being cancelled, the Colloquium organizers will not be responsible for travel and accommodation costs.

PARTICIPANT SUBSTITUTION

Participants who are registered can be replaced if they provide a written authorization.

Their entire registration file will then be transferred to their replacement. All substitution requests must be emailed or faxed to the Colloquium Registration Secretariat before the Colloquium.

Please note that registration cannot be divided or shared by two or more participants. As such, only the participant whose name appears in the registration file can pick up the badge onsite and no further substitutions will be allowed once the badge has been picked up.

OFFICIAL CONFIRMATION

Individuals requiring an official letter of invitation in order to obtain a visa and authorization to attend the Colloquium should contact the Colloquium Registration Secretariat. The invitation letter will be issued once the registration form and payment have been received by the Colloquium Registration Secretariat.

COFFEE AND LUNCH

Coffee and lunch on Thursday, July 2, Friday, July 3, and Saturday, July 4, are included in the registration fee.

Coffee/tea and lunch will be served in DERE Student Lounge at the end of the Main Corridor in Deree main building and in the Pierce Faculty Lounge & Patio Area located in Pierce premises.

SOCIAL RESPONSIBILITY

The American College of Greece champions and supports practices and activities that promote Sustainable Development.

We have several recycling points located throughout the campus and on each floor of the DERE building. Please join us in using them.

If you use the swimming pool, please turn off the water when you do not need it. We have installed water-saving shower heads and faucets, but we still need your help to conserve water.

If you have a few minutes and you wish to tour our campus, please consider visiting the Mediterranean green roofs at the kiosk in front of the JSB library and on the roof of the Art Center.

Catering (coffee breaks and lunches) have been organized by ERASMUS (<http://www.erasmus.gr/>) and are provided by ARIA Fine Catering (<http://www.aria.gr/?lang=en>); All materials used by ARIA are environmentally friendly.

Extra (leftover) food will be dispatched to people in need. ARIA cooperates with BOROUME:

BOROUME is a non-profit organization that fights food waste by organizing the distribution of surplus food for charity throughout Greece.

BOROUME is a communication hub between food donors and welfare organizations (welfare institutions, soup kitchens, municipal social services) that creates “bridges” between those who have surplus food and wish to donate it and those who need it.

In the three years of its operation, BOROUME has created thousands of such “bridges”, often of a permanent nature, and today offers on average more than 3,000 portions of food per day through its network.

Through its innovative model of utilizing food that otherwise would end in the garbage, its educational program and its awareness campaigns, BOROUME aims at creating a social movement against food waste.

www.boroume.gr



SOCIAL EVENTS

SOCIAL EVENTS

Except from the Convenor's Dinner, no transportation will be provided for the social events. You can ask the Colloquium Secretariat for more information about the best means of transport to each event.

Monday, June 29, 2015:

Pre-Colloquium Welcome Reception

Drinks and Canapé. Only for participants in the Pre-Colloquium PhD Workshop and in the Post-Doctoral & Early Career Scholars Pre-Colloquium Workshop.

Time 19:00–20:00

Location Deree Admissions Patio,
The American College of Greece



Tuesday, June 30, 2015:

Pre-Colloquium Dinner & Party

Seated Dinner & Party. Only for participants in the Pre-Colloquium PhD Workshop and the Post-Doctoral & Early Career Scholars Pre-Colloquium Workshop.

Time 19:30–23:00

Location Pierce Theater Atrium,
The American College of Greece



Wednesday, July 1, 2015:

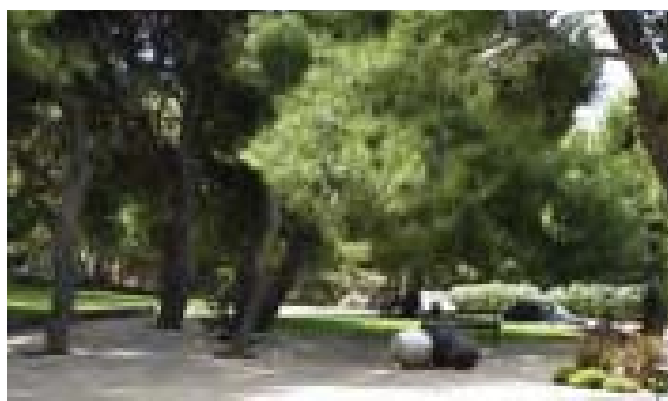
Main Colloquium Welcome Reception

Open to all Colloquium participants. Meet old and new friends in a relaxing atmosphere over drinks and snacks.

Time 18:00–20:00

Location Deree Admissions Patio,
The American College of Greece

Note: Participants will need be wearing their EGOS delegate badge to gain access to the welcome reception. Therefore, participants need to have registered and picked up their badge before the reception.



Wednesday, July 1, 2015:

Organization Studies Dinner

By invitation only.
Sponsored by SAGE Publications.

Time 20:30–22:30

Location Orizontes restaurant, Lycabettus



Transportation will not be provided. Orizontes restaurant is at the hill of Lycabettus, the highest peak of Athens, which overlooks the capital and stands out for its panoramic view of the beautiful city. The most beautiful images fill the eyes of every visitor, facing the Acropolis to Piraeus and the Saronic Gulf.

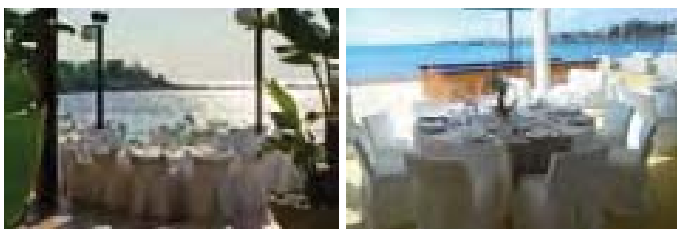
Thursday, July 2, 2015:

Convenors' Dinner

By invitation only

Time 20:00–23:00

Location Asteras Complex,
58 Posidonos Ave.,
Asteras Glyfadas



The Convenors' dinner will be held at Asteras Complex/Balux, on the exquisite beach front premises of Asteras Glyfadas.

Friday, July 3, 2015:

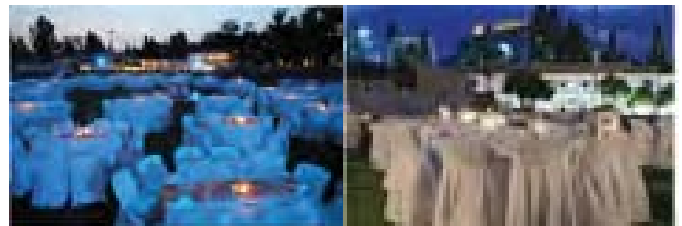
EGOS Dinner & Party

Seated Dinner and Party in the heart of an amazing green space in Athens, between the imposing Panathenaic stadium and the impressive Temple of Olympian Zeus.

Tickets for the Colloquium Dinner & Party can be bought online or during registration and cost €70 per person

Time 20:00–24:00

Location Ethnikos, 6
Vasilisis Olgas & Ardittou,
Athens



OTHER EVENTS

Wednesday, July 1, 2015

**Strategy-as-Practice Community
Day Lunch**

Hosted by:

David Seidl, Chair of Organization &
Management, University of Zurich,
Switzerland

Time 13:00–14:00

Location Deree Admissions Patio,
The American College of Greece

We look forward to welcoming all
participants of the SAP Community Day
to a Greek buffet lunch to celebrate
the publication of the 2nd edition of the
Cambridge Handbook of Strategy as
Practice.

Thursday, July 2, 2015

SCANCOR Reception

Hosted by:

Skandinavia Consortium of Organizational
Research (SCANCOR)

Time 18:00–19:30

Location Deree Library courtyard,
The American College of Greece

We look forward to welcoming you to the
SCANCOR Friends & Family reception at
the EGOS Colloquium. Come alone, or bring
SCANCOR friends to the Library Courtyard.
Summer drinks and hors-d'oeuvres will be
available.

Thursday, July 2, 2015

Meet OMT@EGOS Reception

Hosted by:

Organization and Management Theory
Division, AOM (OMT) and Cass School of
Business

Time 18:00–19:30

Location Deree Admissions Patio,
The American College of Greece

Please join us for vibrant conversation,
drinks and appetizers in a beautiful setting.
OMT and Cass School of Business look
forward to mingling and seeing you in
Athens!

Thursday, July 2, 2015

The Grigor McClelland Dissertation Award Ceremony

Time 19:00–20:30

Location Deree Library, Upper level,
The American College of Greece

Chair: Professor Julia Balogun,
University of Bath, UK

Candidates:

Hila Lifshitz-Assaf,
New York University, USA

Eric Zhao,
Indiana University, USA

Tiona Zuzul,
London Business School, UK

The Grigor McClelland Doctoral Dissertation Award is an annual prize of £5,000 awarded to innovative scholarship demonstrated within a PhD thesis in any management or organization studies discipline. The award is sponsored by the Journal of Management Studies (JMS) and the Society for the Advancement of Management Studies (SAMS), a charitable organization that supports capacity building in business and management research.

At the event, the finalists will present their work and the winner will receive their Award. This will be followed by a free cocktail reception.

The event is open to all EGOS members. Attendance by doctoral students is strongly encouraged.

Professor Grigor McClelland was the Founding Director of Manchester Business School (MBS) from 1965 to 1977 and the Founding Editor of the Journal of Management Studies.

Friday, July 3, 2015

Journal of Professions and Organization Reception

Journal of Professions and Organization is holding a drinks reception at this year's EGOS Colloquium. We would be delighted if you could join us in Athens on July 3 to celebrate the Journal's second year of publication.

Time 18:00–19:30

Location Swimming Pool Lounge,
The American College of Greece

Friday, July 3, 2015

The CBS Battle of the Gods – drinks reception

Hosted by:

Copenhagen Business School

Time 18:00–20:00

Location Skyfall Bar
Markou Mousourou 1,
Athens 116 36

Friday, July 3, 2015

EGOS AWARDS CEREMONY

(After the Keynote 2)

Time 17:00–17:30

Location Pierce Theater

EGOS Honorary Member 2015

Laudatio by Ziyad Marar

- **EGOS Best Paper Award 2014**
Sponsored by Hanken School of Economics, Finland
- **EGOS Best Student Paper Award 2014**
Sponsored by HEC Montréal, Canada
- **That's Interesting Award 2014**
Sponsored by Aalto University School of Economics, Helsinki, Finland

– Presented by Yiannis Gabriel
- **Roland Calori Prize 2015**
Sponsored by EMLyon, France
Presented by Frank den Hond
- **Max Boisot Award 2014**
Presented by John Child and Martin Ihrig

Thursday, July 2, 2015

MEET THE EDITORS

Time 17:30–19:00

Location Deree Building
(see each session for specific rooms)

Four (4) parallel panel presentations on the basis of the following questions:

- What are the key distinctive features of your journal?
- What makes a paper publishable?
- How would you describe an ideal contribution to your journal?
- When do you consider a manuscript to be ready to be submitted to your journal?
- What are the key limitations in getting a paper published?

Opportunities to interact with the editors collectively during the panel and face-to-face after the panel.

Session 1: Deree Building, Room 701		
Editors	Joep Cornelissen	Academy of Management Review
	Denis Arnold	Business Ethics Quarterly
	Ann Langley	Strategic Organization
	Sabina Siebert	European Management Journal
Chair	Olga Epitropaki, ALBA Graduate Business School	

Session 2: Deree Building, Room 702		
Editors	Jennifer Howard-Grenville	Academy of Management Journal
	Pawan Budhwar	British Journal of Management
	Yvonne Benschop	Organization
	Hans Hasselblad	Scandinavian Journal of Management
Chair	Kyriakos Kyriakopoulos, ALBA Graduate Business School	

Session 3: Deree Buiding, Room 706		
Editors	Peers Fiss	Organization Science
	Mathew L. Sheep	Human Relations
	Ann Cunliffe	Management Learning
Chair	Seraphim Voliotis, ALBA Graduate Business School	

Session 4: Deree Building, Room 707		
Editors	Robin Holt	Organization Studies
	Penny Dick	Journal of Management Studies
	Michelle Greenwood	Business & Society
Chair	Yiota Pastra, ALBA Graduate Business School	

OTHER MEETINGS

Date	Time	Event	Location
Wednesday, July 1	15:00–16:00	Organization Studies: Board Meeting	Deree Library Upper Level,
Wednesday, July 1	16:00–17:00	Organization: Board Meeting	Deree Library Conference Room, DERE E Building
Wednesday, July 1	16:00–18:00	EGOS Board Meeting	Faculty Lounge, DERE E Building
Friday, July 3	17:30–18:00	EGOS General Assembly	PIERCE Theater, PIERCE Building
Saturday, July 4	14:00–17:00	EGOS Board Meeting II	Meeting room, DERE E Building



PRE-COLLOQUIUM PROGRAM



PRE-COLLOQUIUM WORKSHOPS

Please note!

In view of technological developments in recent years, as well as the usual last minute changes to individual programs, the EGOS Board and the Organizing Committee of the 31st EGOS Colloquium have decided that the programs of the all pre-Colloquium workshops will no longer appear in the printed Colloquium book. In decreasing the size of the printed program, not only is EGOS attempting to reduce its carbon footprint, but also actively contributing towards relieving the pressure placed on the backs of our EGOSians!

The full programs can be found on the relevant sections of the EGOS website!

Pre-Colloquium PhD Workshop

Date	Monday, June 29, 2015, 13:00–20:30, and Tuesday, June 30, 2015, 9:00–23:00
Location	DEREE-7-AUD
Convenors	Markus A. Höllerer, Renate E. Meyer & Evangelia Baralou

To view the Program of the pre-Colloquium PhD Workshop, please:

- Go to www.egosnet.org
- Click on “2015 Athens” [tab at the top of the page]
- Scroll down and from the left-hand navigation, click on “EGOS Pre-Colloquium Workshops”
- From the left-hand navigation, click on “PhD Workshop and Post-Doctoral & Early Career Scholars Workshop”
- From the left-hand navigation, click on “Program PhD Workshop”

Post-Doctoral & Early Career Scholars pre-Colloquium Workshop

Date	Monday, June 29, 2015, 13:00–20:30, and Tuesday, June 30, 2015, 9:00–23:00
Location	DEREE-6-AUD
Convenors	Vincent Mangematin, Stefan Häfliger, Seraphim Voliotis, Jean-Pascal Gond & Gazi Islam

To view the Program of the Post-Doctoral & Early Career Scholars pre-Colloquium Workshop, please:

- Go to www.egosnet.org
- Click on “2015 Athens” [tab at the top of the page]
- Scroll down and from the left-hand navigation, click on “EGOS Pre-Colloquium Workshops”
- From the left-hand navigation, click on “PhD Workshop and Post-Doctoral & Early Career Scholars Workshop”
- From the left-hand navigation, click on “Program Post-Doc Workshop”

Workshop on the Art of Academic Reviewing

Date	Wednesday, July 1, 2015, 9:00–13:00
Location	COM-2102
Convenors	David Wilson & Eero Vaara

To view the Program of the Workshop on the Art of Academic Reviewing, please:

- Go to www.egosnet.org
- Click on “2015 Athens” [tab at the top of the page]
- Scroll down and from the left-hand navigation, click on “EGOS Pre-Colloquium Workshops” and then on “Workshop on the Art of Academic Reviewing
- “Click on “Program”

Pre-Colloquium Development Workshops (PDWs)

To view the Programs of the Pre-Colloquium Development Workshops (PDWs), please:

- Go to www.egosnet.org
- Click on “2015 Athens” [tab at the top of the page]
- Scroll down and from the left-hand navigation, click on “EGOS Pre-Colloquium Workshops” and then on “Pre-Colloquium Development Workshops (PDWs)”
- Click on the corresponding program link of the PDW you are attending

PDW-01: Trust in Challenging Contexts

Date	Wednesday, July 1, 2015, 09:00–13:00
Location	DEREE-502
Convenors	Lovisa Näslund, Ann-Marie Nienaber & Sabina Siebert

PDW-02: Institutional Theory: Contemporary Issues and Novel Methodologies

Date	Wednesday, July 1, 2015, 09:00–13:00
Location	DEREE-6-AUD
Convenors	Markus A. Höllerer, Michael Lounsbury, Renate E. Meyer & Tammar B. Zilber

PDW-03: Using Historical Approaches in Organizational Research

Date	Wednesday, July 1, 2015, 09:00–13:00
Location	DEREE-601
Convenors	R. Daniel Wadhvani, Eero Vaara, Roy Suddaby, Matthias Kipping, William M. Foster & Gabrielle Durepos,

PDW-04: Between Local and Global: Examining Tensions between Local Stakeholder Perspectives to Global Challenges

Date	Wednesday, July 1, 2015, 09:00–13:00
Location	COM-2111
Convenors	Salla Laasonen, Rieneke Slager & Rashedur Chowdhury

PDW-05: Investigating the Constitutive Role of Communication for Organization and Organizing

Date	Wednesday, July 1, 2015, 09:00–13:00
Location	COM-3103
Convenors	Nicolas Bencherki, Michael Etter & Consuelo Vásquez

PDW-06: Experimental Research in Organization Studies: Pushing the Boundaries

Date	Wednesday, July 1, 2015, 09:00–13:00
Location	DEREE-701
Convenors	Alexandre B. Bitektine, Rodolphe Durand & Patrick Haack

PDW-07: Strategy-as-Practice Research Community Platform (RCP) Community Day

Date	Wednesday, July 1, 2015, 09:00–13:00
Location	ART-AC-AUD
Convenors	Jane K. Lê, Virpi Sorsa, Andreas Paul Spee, Violetta Splitter & Mike Zundel

PDW-08: Stewardship as a Post-GFC Standard of Legitimacy


Date	Wednesday, July 1, 2015, 09:00–13:00
Location	DEREE-503
Convenors	Walter P. Jarvis, Miguel Pina e Cunha & Stewart Clegg

EGOS Women's Network Meeting 2015

Date	Wednesday, July 1, 2015, 14:30–17:00
Location	DEREE-7-AUD
Convenors	Marieke van den Brink, Mieke Verloo, Regine Bendl, Judith Pringle, Christine Teelken, Angelika Striedinger, Lotte Holck, Cinzia Priola & Barbara Sieben

More information on the Women's Network Meeting:

- Go to www.egosnet.org
- Click on "2015 Athens" [tab at the top of the page]
- Scroll down and from the left-hand navigation, click on "Women's Network Meeting"



COLLOQUIUM PROGRAM

GENERAL THEME

“Organizations and the Examined Life: Reason, Reflexivity and Responsibility”

During his trial in classical Athens, Socrates famously stated: “an unexamined life is not worth living”. This statement is the most succinct advocacy of philosophy, science, and democracy ever since. The spirit of free and open-ended inquiry, the practice of deliberation, and the commitment to a life that is to be lived neither merely biologically, nor unreflectively according to the conventions of surrounding society, but to be approached as a quest for self-knowledge and autonomy, define what the late Cornelius Castoriadis called “Greco-Western culture”. Freed from any particular culture, those features have been, in several variations and forms, defining aspects of modernity.

How are we to understand the Socratic statement in organizations and organization studies – namely in the world of praxis and in the world of theoria? Much of modern organizational life is carried out

through structures, systems and routines, following norms and rules, within power structures. On the surface, it has the texture of unexamined life. Nietzsche would probably have said that modern organization is the effort to systematically privilege Apollonian logos over Dionysian pathos.

Yet, there are often occasions for organizational life to be interrupted: things do not turn out as planned, objects do not respond as expected, routines need to be adapted, authority is challenged or silently undermined, the environment is more unpredictable, uncertain or hostile than perceived, the past is no reliable guide for present problems, pathos always lurks beneath logos, and so on. The opportunities for ‘normal’ organizational life to take a different turn are countless. For all the Apollonian efforts for ‘order’, Dionysian ‘disorder’ never goes away. It is the tension between the two that is often experienced in organizational life.

Change, learning, and novelty cannot emerge without challenging unreflective (unexamined) practices. Organizational life may be lived unreflectively; but without ongoing reflexive re-constitution, it stagnates. Organizations may be understood as stable, but are experienced as dynamic, interactive nexuses of social and material arrangements. An important driver of change is the reflective, reflexive, and imaginative use of embodied reason, the opportunity of human agents to engage in feedback and “backtalk” with one another and the materials, and to be responsive while envisaging alternative futures. How does reason become reflective, reflexive and imaginative?

Traditionally, organizations were taken to be paragons of rationality. Weber’s “iron cage” of bureaucracy was built with materials of instrumental rationality, cut off from values, emotions and the body. While such a “cold reason” still underlies the functioning of organizations, it is increasingly suffused with hitherto neglected features, such as emotions and values. The neo-Aristotelian insight that organizations are not merely iron cages, but also sociomaterial practices in which embodied human beings collaborate to realize goods that are “internal” to their practices and matter to them, while aiming to achieve “standards

of excellence” that are appropriate to their practices, gains ground. Organizations develop a distinctive “character”, depending on “moods” they create, choices they encourage, and habits they adopt. Reason is not merely instrumental but value-oriented, too. The 2015 EGOS Colloquium aspires to be a forum for discussion of the above-mentioned issues and questions. Its general theme transcends disciplinary boundaries, dualisms, and levels of analysis: philosophy/ethics and science, business and society, reason and values, rationality and emotions, means and ends, thinking and feeling, mind and body, theory and practice, structure and agency, routine and change, leaders and followers, micro and macro.

What better a place to discuss the examined life than Athens, the city in which the possibility for it arose. Socrates, Plato and Aristotle may no longer be around, but their ideas and the Hellenic monuments of classical civilizations are. If *theoria* is a search for seeing the world (including human life) a little clearer, that search is an interminable journey.

The 2015 EGOS Colloquium aspires to be a lively, thoughtful, and exciting, stop in that journey; an agora of ideas and debates!

COLLOQUIUM TIMETABLE

TIME	EVENT	LOCATION
Wednesday, July 1, 2015		
08:00 – 20:00	Colloquium Registration	Deree Main Building Corridor
18:00 – 20:00	Welcome Reception [main Colloquium]	Deree Admissions Patio
20:30 – 22:30	Organization Studies Dinner [by invitation only!]	Orizontes Restaurant, Lecabettus
Thursday, July 2, 2015		
08:00 – 20:00	Colloquium Registration	Deree Main Building Corridor
09:00 – 10:30	Opening Ceremony & Keynote 1	Deree Gym
10:30 – 11:00	Coffee break	Deree Main Building, Student Lounge & Pierce Premises, Pierce Faculty Lounge & Patio Area
11:00 – 12:30	Sub-themes: Session I	DEREE, LIBRARY, ARTS, COM, PIERCE
12:30 – 14:00	Lunch	Deree Main Building, Student Lounge & Pierce Premises, Pierce Faculty Lounge & Patio Area
14:00 – 15:30	Sub-themes: Session II	DEREE, LIBRARY, ARTS, COM, PIERCE
15:30 – 16:00	Coffee break	Deree Main Building, Student Lounge & Pierce Premises, Pierce Faculty Lounge & Patio Area
16:00 – 17:30	Sub-themes: Session III	DEREE, LIBRARY, ARTS, COM, PIERCE
17:30 – 19:00	Meet the Editors	DEREE (Level 7)
19:00 – 20:30	Grigor McClelland Award Ceremony	Deree Library [LIBRARY]
20:00 – 23:00	Convenors Dinner [by invitation only!]	Asteras Complex, 58 Poseidonos Ave., Glyfada
Friday, July 3, 2015		
08:00 – 20:00	Colloquium Registration	Deree Main Building Corridor
09:00 – 10:30	Sub-themes: Session IV	DEREE, LIBRARY, ARTS, COM, PIERCE
10:30 – 11:00	Coffee break	Deree Main Building, Student Lounge & Pierce Premises, Pierce Faculty Lounge & Patio Area

TIME	EVENT	LOCATION
11:00 – 12:30	Parallel Sub-plenaries:	
	(1) Making Strategy: Sustainability and the Ethics of Responsibility	Pierce Amphitheater
	(2) Institutional Theories of Organizations: Taking Stock and Moving Forward	Pierce Theater
	(3) From the Reflective to the Phronetic Practitioner: Phronesis in Organizations	Deree Level 7 Auditorium [DEREE-7-AUD]
	(4) What Role for Theory in Organizations Research? Paradigms, Theorizing, and Practical Relevance	Deree Library [LIBRARY]
	(5) From Zeno's Paradoxes to Organizational Paradoxes: Tension, Ambidexterity and Change	Deree Gallery
	(6) Practicing Reflexivity in Organizations and Organizational Research	Pierce Cafeteria
12:30 – 14:00	Lunch	Deree Main Building, Student Lounge & Pierce Premises, Pierce Faculty Lounge & Patio Area
14:00 – 15:30	Sub-themes: Session V	DEREE, LIBRARY, ARTS, COM, PIERCE
15:30 – 16:00	Coffee break	Deree Main Building, Student Lounge & Pierce Premises, Pierce Faculty Lounge & Patio Area
16:00 – 17:30	Keynote 2 & EGOS Awards Ceremony	Pierce Theater
17:30 – 18:00	EGOS General Assembly	Pierce Theater
20:00 – 24:00	Colloquium Dinner & Party	Ethnikos, 6 Vassilissis Olgas & Ardittou, Athens

TIME	EVENT	LOCATION
Saturday, July 4, 2015		
08:00 – 14:00	Colloquium Registration	Deree Main Building Corridor
09:00 – 10:30	Sub-themes: Session VI	DEREE, LIBRARY, ARTS, COM, PIERCE
10:30 – 11:00	Coffee break	Deree Main Building, Student Lounge & Pierce Premises, Pierce Faculty Lounge & Patio Area
11:00 – 12:30	Sub-themes: Session VII	DEREE, LIBRARY, ARTS, COM, PIERCE
12:30 – 13:00	Closing of the Colloquium	Deree Library [LIBRARY]
13:00 – 14:00	Lunch	Deree Main Building, Student Lounge & Pierce Premises, Pierce Faculty Lounge & Patio Area

KEYNOTE ADDRESSES

Keynote 1: Thursday, July 2, 2015 (During the Opening Ceremony)

“Is Living an Art that Can Be Taught?”

Along with our inordinate emphasis on managing our lives on the basis of impartial principles and rules, we have lost the sense that some of the greatest human achievements are accomplished precisely by going beyond anything that existing rules and principles allow. Along with our fixation on the values of morality and politics, which apply to everyone on the basis of our similarities to one another, we have lost the sense that there are also values that depend on our differences and distinguish us from the rest of the world. Philosophical Individualism is a theory that considers the values of difference and distinction to be of crucial importance to life, and models successful lives on successful works of art. That is what is meant by “the art of living.” But such an art is manifested in the abilities of successful leaders in any field: leadership always requires going at least one step beyond wherever what has been already codified can take them.



Alexander Nehamas

Edmund N. Carpenter II Class of 1943 Professor in the Humanities. Professor of Philosophy and Comparative Literature, Princeton University, USA

Alexander Nehamas was born in Athens, graduated from Athens College, and attended Swarthmore College and Princeton University, where he is currently Professor in the Humanities, Philosophy, and Comparative Literature. His books include “Nietzsche: Life as Literature”, “The Art of Living: Socratic Reflections from Plato to Foucault”, “Virtues of Authenticity: Essays on Plato and Socrates”, and “Only a Promise of Happiness: The Place of Beauty in a World of Art”. He has also translated Plato’s “Symposium” and “Phaedrus” into English. At Princeton, he has chaired the Council of the Humanities, the Program in Hellenic Studies, and he was the Founding Director of the Society of Fellows in the Liberal Arts. Influenced by the place of philosophy in the life of Ancient Greece and Rome as well as by Nietzsche, he questions the transformation of philosophy from a way of living into a purely academic discipline. Similarly, he holds the view that the arts constitute an indispensable part of human life and not a separate domain, of interest only to a few.

KEYNOTE ADDRESSES

Keynote 2: Friday, July 3, 2015

“Examining & Theorizing Organized Lives: Back To The ‘Rough Ground’”

‘I have finally found myself compelled to give up the logic...Reality, life, expedience, concreteness, immediacy, use what words you will, exceeds our logic, overflows and surrounds it’

(William James, *A Pluralistic Universe*, 1909/1996: 212)

Logic, reason and representation are widely regarded as the foundational basis for understanding, creating, and sustaining modern organized lives. According to this cognitivist worldview, human accomplishments, particularly within the world of management and organization, are best understood in terms of deliberate intention, abstract goal-setting and instrumental-calculative action. This view has been so assimilated within our academic discourse that we no longer see it as essentially part of a ‘consequentialist theology’ (March, 2003: 205) that has shaped and defined our research priorities and agenda and hence the type of knowledge thereby produced. Yet, there are more pragmatic and concrete ways of understanding life and organizational accomplishments; ways that suggest that much of our successes, particularly in novel emergent situations is owed, not so much to rational planning and calculative action, but to our everyday practical coping responses initiated in situ and sponte sua. Such responses rely more on an empirical sensitivity, an attunement to the affordances offered by a situation at hand, than it does on any pre-planning and/or design. Understood thus, spectacular collective accomplishments are more often the aggregative effects of local actors responding sensitively and coping effectively with what they apprehend without any real regard for their wider and longer term consequences. Deliberate planning has its part, of course, but it can only happen AFTER the ‘rough ground’ of lived experience has been prepared for exploitation through prior constructive sensemaking. Fundamental to this sensemaking is the discriminative capacity to see with an ‘innocence of the eye’ (Ruskin, 1927, Vol.16: 27) the multiple possibilities for action afforded by a situation.

Following the theme of this EGOS conference, in my talk I shall reflect on my own intellectual ‘awakening’ from the slumber of unquestioningly relying on logic, reason and representation to guide decisions and action, to a gradual realization that what makes for genuine breakthroughs in organizational performance is theoretically some distance away from that portrayed by the dominant rational

discourse in management and organization studies. I draw on my own prior business experience to argue that the capacity to see more naively 'unwarped by the sophistication of theory' (Whitehead, 1929: 295), an academic rigor involving an 'uncompromising democracy of vision' (Ehrensweig, 1967: 29) is possibly the singular most important feature necessary for dealing effectively and sustainably with the intractable challenges faced by governments, organizations and institutions today. Similarly, empirical sensitivity to the warp and woof of everyday life must be our proper starting point for management and organizational analysis. This implies that the cultivation of empirical sensitivity to the seemingly inconspicuous and mundane goings on in organizational life is a necessary starting point for management and organizational researchers. Only if we are first committed to such a radical empiricism and prepared to immerse ourselves in the 'blooming, buzzing confusion' (James, 1912/1996) that is our lived reality, only then can we begin to reason and reflect fruitfully about our organized lives.

Ehrensweig, A. (1967), The Hidden Order of Art, Berkeley: University of California Press. James, W. (1909/1996), A Pluralistic Universe, Lincoln: University of Nebraska Press. James, W. (1911/1996), Some Problems of Philosophy, Lincoln: University of Nebraska Press. March, J. G. (2003), A Scholar's Quest, Journal of Management Inquiry, vol. 12/3: 205-207. Ruskin, J. (1927) The complete works. Vol. 16, London: Nicholson and Weidenfeld. Whitehead, A. N. (1929), Process and Reality, New York: Macmillan.



Robert Chia

Research Professor of Management,
Adam Smith Business School, University of Glasgow, UK

Robert Chia received his PhD in Organizational Analysis from Lancaster University in 1992. He has authored/edited five books and published substantially in the top international management and organization studies journals on a wide range of organization/management related issues. His research interests include: the application of process philosophical thinking to organization studies, human actions, decisions and change; examining the emergent logic of practice in strategy making; exploring contrasting east-west philosophies and outlooks and their implications for the conduct of business and management; and analyzing the university/industry nexus and how that shapes the perceived priorities and role of management education. Robert is an ex-business practitioner. Prior to entering academia, he worked for 17 years in senior management positions where he played a key role in workforce productivity improvements, in business strategizing and in enhancing organizational competitiveness and performance in highly volatile and competitive global business environments.

SUB-PLENARIES

Sub-plenary 1

Making Strategy: Sustainability and the Ethics of Responsibility

Date	Friday, July 3, 2015, 11:00–12:30
Location	PIERCE Amphitheater
Chair	Eero Vaara, Aalto University School of Business, Finland
Speakers	Juliane Reinecke, Warwick Business School, UK Andreas Georg Scherer, University of Zurich, Switzerland Gail Whiteman, Rotterdam School of Management (RSM), Netherlands

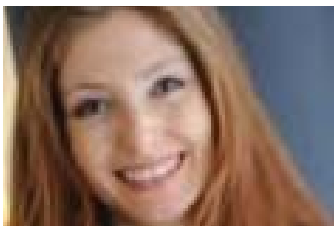


Eero Vaara

Professor of Organization and Management
Aalto University School of Business, Finland

Eero Vaara is a Professor of Organization and Management at Aalto University School of Business, Finland, a Permanent Visiting Professor at EMLYON Business School, France, and a Distinguished Visiting Scholar at Lancaster University, UK. His research interests focus on organizational, strategic and institutional change, strategic practices and processes, multinational corporations and globalization, management history, management education, and methodological issues in organization and management research. He has worked especially on discursive and narratives approaches.

Reflecting on the EGOS 2015 theme of “Organizations and the Examined Life”, this talk explores the politically and morally contested nature of sustainability and responsibility. This motivates inquiry into the emergence of global rule-making in the realm of ethical deliberation, and moves the focus to how definitions of what it means to be sustainable and responsible are constructed and organized in a global context. Multiple actors involved in governance do not only compete on the meanings and definitions in a marketplace for sustainable and responsible solutions, but ethical deliberation itself sits uneasily in between universal reasoning and contextual judgment and between Eastern and Western worldviews.



Juliane Reinecke

Associate Professor of Organizational Behavior
Warwick Business School, UK

Juliane Reinecke is Professor of Organization Studies at Warwick Business School, University of Warwick. She is a Fellow at the Cambridge Institute for Sustainability Leadership, and Research Fellow at the Judge Business School, University of Cambridge, from where she received her PhD. She is also a Fellow at Copenhagen Business School in Governing Responsible Business. Her research interests include global governance in supply chains and sustainability standardization, focusing on how organizational and political processes shape notions of ethics, fairness and responsibility.

Earth's life support system is facing mega-problems of sustainability. One important way of how these problems can be addressed is through innovation. Responsible innovation consists of three dimensions: (1) innovations avoid harming people and the planet, (2) innovations 'do good' by offering new products, services or technologies that foster sustainable development (SD), and (3) global governance schemes that facilitate innovations avoid harm and 'do good'. The role of global governance schemes, however, has not yet been sufficiently addressed. Therefore, we explore their role as a means to contribute to responsible innovation and to support SD. These schemes can provide voluntary soft-law regulations that complement and extend hard-law regulations and facilitate collective innovation. We address the nurturing role of governments and international organizations in orchestrating global governance schemes and offer an illustrative example.



Andreas Georg Scherer

Chair of Foundations of Business Administration
and Theories of the Firm
University of Zurich, Switzerland

Andreas Georg Scherer holds the Chair of Foundations of Business Administration and Theories of the Firm at the University of Zurich, Switzerland. His research interests are in Business Ethics, Critical Theory, International Management, Organization Theory, and Philosophy of Science. He has published nine books. His work has appeared in *Academy of Management Review*, *Business Ethics Quarterly*, *Journal of Business Ethics*, *Journal of Management Studies*, *Organization*, *Organization Studies*, and in numerous volumes and other journals. He is an associate editor of *Business Ethics Quarterly* and member of the editorial boards of *Journal of Management Studies*, *Organization*, and *Organization Studies*.

For the past twenty years, organizational scholars have recognized that companies have powerful impacts across social, ecological and economic processes. Indeed, one may argue that organizational attention to sustainability has never been higher – both in terms of the amount of scholarly research conducted and the amount of civic and private sector attention paid to social and environmental issues. Despite all the attention, sustainability “problems” and “solutions” are hard to delineate using simple input-output variance models. Importantly, climate change is only one of the many processes that the Earth depends upon to generate a safe operating space for humanity, all of which are undergoing rapid change. Recent estimates suggest that ecological processes affecting food security, land, atmosphere, water, biodiversity, climate, etc. are approaching critical threshold levels which collectively threaten the safe operating space for humanity. In addition, social issues such as hunger, poverty, growing unemployment, and the continuing lack of basic human needs and rights are intertwined with ecological pressures. Collectively these dynamics threaten the viability of human societies on a planetary scale. In this presentation, Gail Whiteman will discuss and reflect upon a real-world experiment in collective corporate strategizing to scale up business solutions for sustainability – called Action2020 – and led by the World Business Council for Sustainable Development. Through this example, she identifies key ways in which the field can increase contribution to real-world action, and end with a call to action.

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Gail Whiteman

Professor of Business Society Management
Chair of Sustainability, Management and Climate Change,
Rotterdam School of Management (RSM), Netherlands

Professor Whiteman was a 2011 Global Finalist in the Aspen Institute's high-profile ranking of Faculty Pioneers in sustainability. Her research aims to help organizations deal more effectively with sustainability challenges, an objective she established during her former career in the private sector. Professor-Whiteman combines her role at RSM with that of part time Professor in-Residence at the World Business Council for Sustainable Development (WBCSD). She is co-founder and Director of ERIM's Center for Corporate Eco-Transformation, where she collaborates with multinational companies, to examine issues such as the strategic role of companies in their transition towards low carbon, sustainable cities; the impact of natural resource extraction on local sustainability; and the drivers of sustainable innovation. Her work has been published in the top business and ecology journals including the *Academy of Management Journal* and *Nature* and she has over thirty-five academic peer-reviewed academic publications on sustainability. She sits on the editorial boards of several academic journals.

Sub-plenary 2

Institutional Theories of Organizations: Taking Stock and Moving Forward

Date	Friday, July 3, 2015, 11:00–12:30
Location	PIERCE Theater
Chair	Michael Lounsbury, University of Alberta School of Business, Canada
Speakers	Roger Friedland, University of California Santa Barbara, USA Candance Jones, Boston College, USA Tammar Zilber, The Hebrew University of Jerusalem, Israel



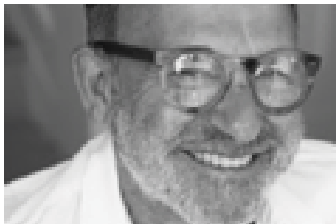
Michael Lounsbury

Thornton A. Graham Chair
University of Alberta School of Business, Canada

Professor Michael Lounsbury is the Thornton A. Graham Chair and Associate Dean of Research at the University of Alberta School of Business. He is the Director of the University of Alberta Technology Commercialization Center. He is the series editor of *Research in the Sociology of Organizations*, and a former Co-Editor of *Organization Studies*.

His research focuses on entrepreneurship and socio-economic change including the creation of new markets and the cultural dynamics of organizations and practice. His work has been published in leading academic journals, including the *Academy of Management Journal*, *Academy of Management Review*, *Accounting Organizations & Society*, *Administrative Science Quarterly*, *Journal of Management Studies*, *Organization Science*, *Organization Studies*, and *Strategic Management Journal*.

Castigated by the likes of Heidegger and Arendt, Roger Friedland will explore the missing value of institutional logics, the ways in which the value category entails a project of a comparative religious sociology of institutional life, and the utility of theological categories in thinking through its material practices. Value also opens a road back to the subject beyond Weberian value rationality located in the subjective commitments of individuals.



Roger Friedland

Professor of Religious Studies
University of California Santa Barbara, USA

Roger Friedland is a Visiting Professor of Media, Culture and Communication at New York University and of Religious Studies and Sociology at University of California, Santa Barbara, USA. His empirical work concerns the relation between sex, love and God. His theoretical work has centered on the notion of an institutional logic. He is currently thinking about how one might position value, emotion and object within this approach. His most recent essay, "The Institutional Logics of Love: Measuring Intimate Life," with John Mohr, Henk Roose and Paolo Gardinali, was published by *Theory and Society* (2014).

Institutional theory has evolved into related but somewhat distinct approaches such as diffusion studies, translation, discourse, work and logics. These various institutionalisms can become self-referencing camps that extend ideas and research within but rarely speak to and across camps, fragmenting institutional theory into an incoherent approach. It appears that these camps are driven in part by distinct values, ontological assumptions and methodological proclivities. Can we speak across camps by expanding our approaches and deploy both new methodological toolkits and multiple methods, such as big data out of humanities and computer science married to interpretation, that enable new insights that invigorate institutional theory?



Candace Jones

Professor of Management
Boston College, USA

Candace Jones researches institutional change, particularly changes in cultural meaning, material practices as well as regulation and technologies. She has been focusing on using discourse to identify core practices and also moving beyond discourse to identify and analyze systematic change in material practices, and how distinct patterns of meaning and practice are related to institutional context in which they occur. She focuses on creative industries and professions as arenas to study institutional change.

Ironically enough, discussions of the future of institutional theory characterized the field from its very beginnings. By now institutional theory dominates organization theory and is quite imperialistic in widening the tent. Yet, the field seem to have been losing a sense of a core, as it is divided into many sub-academic communities, talking different dialects of the institutional lingo and focusing on different phenomena and problematic. Thus, the possibilities of exchange across these boundaries become scarce. One promising way, I hope, to move forward is to bridge these divisions of labor, by highlighting some questions that fall between the cracks and are not answered by any of the main theoretical streams within institutional theory.



Tammar Zilber

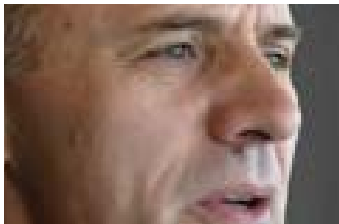
Professor of Organizational Behavior
The Hebrew University of Jerusalem, Israel

Tammar Zilber conducts research on the work of meanings in institutional processes. Tammar has been focusing on the micro, messy discursive practices underlying seemingly clear-cut macro level institutional dynamics. She is also interested in the production of knowledge in our academic field itself; in particular, in the ways the landscape of institutional theory changes, and how it affects scholars' ability to offer insightful readings of human and organizational experiences.

Sub-plenary 3

From the Reflective to the Phronetic Practitioner: Phronesis in Organizations

Date	Friday, July 3, 2015, 11:00–12:30
Location	DEREE- 7- AUD
Chair	Haridimos Tsoukas, University of Cyprus, Cyprus and Warwick Business School, UK
Speakers	Mary Crossan, Ivey Business School, Canada Bernard McKenna, University of Queensland, Australia Geoff Moore, Durham University, UK



Haridimos Tsoukas

The Columbia Ship Management
Professor of Strategic Management
University of Cyprus, Cyprus
Distinguished Research Environment
Professor of Organization Studies,
Warwick Business School, University of Warwick, UK

Haridimos Tsoukas (www.htsoukas.com) obtained his PhD at the Manchester Business School (MBS), University of Manchester, and has worked at MBS, the University of Essex, the University of Strathclyde, and at the ALBA Graduate Business School (Greece). He has published widely in several leading academic journals. He was the Editor-in-Chief of *Organization Studies* (2003–2008) and has served on the Editorial Board of several journals. He was awarded the honorary degree Doctor of Science by the University of Warwick in 2014. With Ann Langley he is the co-founder and co-convenor of the annual International Symposium on Process Organization and co-editor of the *Perspectives on Process Organization Studies*, published annually by Oxford University Press. His research interests include: knowledge-based perspectives on organizations; the management of organizational change and social reforms; organizational becoming; practical reason and the epistemology of practice; and meta-theoretical issues in organization theory. He has co-edited several books, including “The Oxford Handbook of Organization Theory: Meta-theoretical Perspectives” (with Christian Knudsen, Oxford University Press, 2003) and “Philosophy and Organization Theory” (with Robert Chia, Emerald, 2011). He is the author of: “Complex Knowledge: Studies in Organizational Epistemology” (Oxford University Press, 2005) and “If Aristotle were a CEO” (in Greek, Kastaniotis, 2012, 4th edition).
E-mail: htsoukas@ucy.ac.cy and Hari.Tsoukas@wbs.ac.uk

Using an engaged scholarship approach we have sought to bridge theory and practice on leader character. Our intent has been to elevate character alongside competencies in business schools and organizations. I will describe the framework of leader character arising from the research, the importance of leader character as the basis for the practical wisdom (judgment) that must be exercised on a daily basis, and the opportunities for developing leader character.



Mary Crossan

Professor in Strategic Leadership
Ivey Business School, Canada

Mary Crossan is a Professor of Strategic Leadership and a Distinguished University Professor – Western University’s highest honor for sustained excellence in teaching, research and service. She has a passion for scholarship that connects deep theory with practice, yielding award winning publications and impactful research on organizational learning, improvisation and leader character. Her current focus is elevating character alongside competencies in leadership education and practice. She is also an award-winning teacher who seeks innovative approaches to learning and development. She has been recognized as one of the top case-writers in the world and her Starbucks case alone has exceeded 100,000 copies distributed worldwide.

Bernard McKenna’s paper speculates on the diminishing capacity of professionals to adopt a phronetic approach to their work. Using Aristotle’s notions of technē and phronesis, I assume that a phronetic approach is virtue-based. The capacity to use “the ability to find some action in particular circumstances which the agent can see as the virtuous thing to do” is diminished, I argue, by the pincer of governance procedures, legal liability, and “the audit society” reducing decision making to the instrumental rationality of technē. As a result, wise decision making is endangered, diminishing the potential for societal eudaimonia.



Bernard McKenna

Associate Professor
University of Queensland Business School, Australia

Although Bernard McKenna's primary discipline is in communication, particularly discourse theory, since 2005 he has contributed significantly to wisdom research with "Wisdom and Management in the Knowledge Economy" (Routledge, 2010) and extensive articles in journals such as *Leadership Quarterly*, *Public Administration Review*, and *Philosophy of Management*, as well as numerous book chapters. His current wisdom research focuses on both empirical studies (e.g., *Journal of Business Ethics and Leadership & Organization Development Journal*) and non-Western wisdom traditions (e.g., forthcoming issue of *Philosophy of Management* focused on Indian wisdom traditions and management).

To understand the phronetic practitioner in an organizational context, we first need a conceptual framework for the nature and purpose of organizations. This paper offers such a framework, based on the work of the moral philosopher Alasdair MacIntyre, within which we can identify the dual roles played by practical wisdom at the organizational level both in governing other corporate-level virtues and in directing the organization in the pursuit of a good purpose. Hence, we can identify the characteristics of the phronetic manager and the demands of phronesis on other organizational members.



Geoff Moore

Professor of Business Ethics Durham
University Business School, Durham University, UK

In addition to work on Fair Trade, his research has focused on the application of virtue ethics to organizations drawing particularly on the work of Alasdair MacIntyre. He has published in a range of internationally recognized journals including *Organization Studies*, *Business Ethics Quarterly* and *Journal of Business Ethics*. He is a member of the editorial boards of *Business Ethics Quarterly* and *Business Ethics: a European Review*, and previously of *Journal of Business Ethics*.

Sub-plenary 4

What Role for Theory in Organizational Research? Paradigms, theorizing, and Practical Relevance

Date	Friday, July 3, 2015, 11:00–12:30
Location	DEREE Library
Chair	Robin Holt, University of Liverpool, UK & co-editor, <i>Organization Studies</i>
Speakers	Mats Alvesson, Lunds Universitet, Sweden Gibson Burrell, University of Leicester, UK Gareth Morgan, York University, Canada

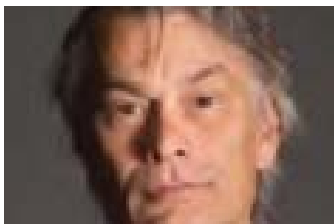


Robin Holt

Professor of Organization and Management, University of Liverpool Management School, UK
Editor-in-Chief, Co-editor, *Organization Studies*

Robin Holt has drifted through many institutions of higher education, and works within both the humanities and social science bringing a somewhat eclectic range of influences to bear upon inquiries into strategic and entrepreneurial practice. He is currently Professor at the University of Liverpool Management School and visiting Professor at Copenhagen Business School. With friends, he has recently helped compile the “Oxford Handbook of Process Philosophy and Organization Studies”, and is currently writing a book on “Judgment” and another called “The Poverty of Strategy”. He is Editor-in-Chief of EGOS’ journal *Organization Studies*.

Despite - or perhaps because of? - a huge increase in research publications, there are few novel ideas and theories in management and organization studies. The theories we develop are regularly seen as narrow, incremental, indeed trivial and of little relevance. Prominent scholars such as Starbuck notes that “years pass with negligible gains in usable knowledge; successive studies of topic appear to explain less and less”, and “too much effort goes into generating meaningless research “findings”, and the flood of meaningless “contributions” probably obscure some discoveries that would really be useful”. Davis observes, “that a half-dozen paradigms maintain hegemony year after year, facing little danger that new evidence will pile up against them, with (neo-institutional theory) as the head of the class.” Alvesson & Sandberg have pointed at the problems of most researchers working (for too long) in boxes. The presentation will address the state of the art, but primarily discuss ways forward, including moves from gap-spotting to assumption challenging studies, from methodological rigor to working with mysteries in research, from mass research to emphasizing the unique research contribution that makes a difference, and from a data/theory focus to use broader inspiration and insight based on ‘life ethnography’ (using the range of observations and experiences that we have access to).



Mats Alvesson

Professor of Business Administration
University of Lund, Sweden

Mats Alvesson is at the University of Lund, Sweden and at University of Queensland, Australia and Cass Business School. Research interests include critical theory, gender, power, management of professional service (knowledge intensive) organizations, leadership, identity, organizational image, organizational culture and symbolism, qualitative methods and philosophy of science. Recent books include “The Triumph of Emptiness” (Oxford University Press 2013), “Qualitative Research and Theory Development” (Sage 2011, with Dan Kärreman), “Constructing Research Questions” (Sage 2013, w J Sandberg), “Interpreting Interviews” (Sage 2011), Metaphors we lead by: Understanding leadership in the real world”, (Routledge 2011, ed with Andre Spicer), “Oxford Handbook of Critical Management Studies” (Oxford University Press, edited with Todd Bridgman and Hugh Willmott), “Understanding gender and organizations” (Sage, 2009, 2nd ed with Yvonne Billing), “Reflexive methodology” (Sage, 2009, 2nd ed, with Kaj Skoldberg), “Changing organizational culture” (Routledge 2008, with Stefan Sveningsson), “Knowledge work and knowledge-intensive firms” (Oxford University Press, 2004).

Gibson will revisit his work with Gareth Morgan on how social and organization theory is shaped by deep paradigmatic assumptions. Particular attention will be given to the emergence of new research paradigms since 1979 and the updating of ideas presented in their book “Sociological Paradigms and Organizational Analysis”. His presentation will be coordinated with that of Gareth Morgan to present an overview of their work together in reviewing and updating social theory and organization theory in a multi-paradigm world.



Gibson Burrell

Professor of Organization Theory
University of Leicester School of Management, UK

Gibson Burrell is Professor of Organization Theory at the School of Management in the University of Leicester in the UK which is a school of and for critical management studies. He was a founding Editor of the journal Organization and is sole author of the books “Pandemonium” and “Styles of Organizing” as well as co-authoring “Sociological Paradigms and Organizational Analysis” with Gareth Morgan and “The Spaces of Organization and the Organization of Space” with Karen Dale. His co-authored series of articles with Bob Cooper on Modernism and Postmodernism were once read by a few people. He was elected to the UK’s Academy of the Social Sciences in 2005.

Gareth will revisit his work with Gibson Burrell on how social and organization theory is shaped by deep paradigmatic assumptions, and his ideas on the role of metaphor in shaping detailed theory and research. Particular attention will be given to the emergence of new research paradigms and their implications for future organizational research in a multi-paradigm world. His presentation will be coordinated with that of Gibson Burrell to present an overview of their work together in reviewing and updating the ideas presented in their book "Sociological Paradigms and Organizational Analysis".



Gareth Morgan

Distinguished Research Professor

The Schulich School of Business York University, Canada

Gareth Morgan is Distinguished Research Professor at the Schulich School of Business at York University, Toronto, and a prominent author and keynoter speaker specializing in the implications of the new science of chaos and complexity for leadership and change. His books include "Sociological Paradigms and Organizational Analysis" (with Gibson Burrell), "Images of Organization", "Beyond Method: Strategies for Social Research", "Riding the Waves of Change", and "Imaginization: New Ways of Thinking, Organizing and Managing". Available in sixteen translations, "Images of Organization" is used as a core text at hundreds of universities worldwide. He has been elected Life Fellow of the International Academy of Management for his international contributions to the science and art of management.

Sub-plenary 5

From Zeno's Paradoxes to Organizational Paradoxes: Tension, Ambidexterity and Change

Date Friday, July 3, 2015, 11:00–12:30

Location DEREЕ Gallery

Chair Ann Langley, HEC Montréal, Canada

Speakers Paula Jarzabkowski, Cass Business School, City University, UK
Marianne Lewis, University of Cincinnati, USA
Wendy Smith, University of Delaware, USA

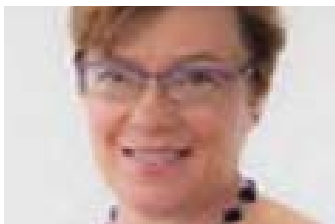


Ann Langley

Chair in Strategic Management in Pluralistic Settings,
Professor of Management, HEC Montréal, Canada

Ann Langley has research expertise in strategy, organizational change, health care management, and research methods. Ann's current work deals with leadership collaboration, identity and strategic change in complex organizations from a process perspective. Previous work has appeared in journals such as *Academy of Management Review*, *Administrative Science Quarterly*, *Organization Science*, *Organization Studies*, *Journal of Management Studies*, and *Strategic Organization*.

For this panel, Paula Jarzabkowski will discuss the theoretical and empirical potential of exploring paradox as an everyday practice. She will argue that, far from being remarkable, or exceptional, paradox is a pervasive characteristic of organizational life that needs to be considered as part of people's everyday work. As such, actors have knowledgeable, often reflexive, practices for engaging with the paradox that is integral to performing their contradictory roles and tasks. She will consider some of these practices, such as the everyday practice of humor, and explain how a social theory of practice generates new theoretical insights for our understanding of paradox.

**Paula Jarzabkowski**

Professor of Strategic Management
Cass Business School, City University, UK

Paula Jarzabkowski's research focuses on strategy-as-practice and practice theoretical approaches to complex, pluralistic and paradoxical contexts, such as regulated infrastructure firms, third sector organizations and financial services, particularly insurance and reinsurance. Her work on paradox and contradiction in organizations and institutions has appeared in *Academy of Management Journal*, *Human Relations* and *Strategic Organization*. She has also published a corpus of work on practice approaches to strategy and markets in a number of journals including *Organization Science*, *Strategic Management Journal*, *Journal of Management Studies* and *Organization Studies*. Her most recent book "Making a Market for Acts of God: The Practice of Risk Trading in the Global Reinsurance Industry" was published with Oxford University Press in 2015.

For this panel, Marianne Lewis looks forward to discussing the continuing evolution of a paradox lens. Organization scholars continue to learn from its roots in early Greek and Far Eastern philosophy, as well as psychoanalysis. More recent work explores leaders' ability to think and manage paradoxically. Accepting the simultaneity, even complementarity, of competing demands, managers may differentiate opposing forces to enable focus, and explore means of integration that enable synergy. The result, she believes, is the potential for organizations to thrive in both the short- and long-term.

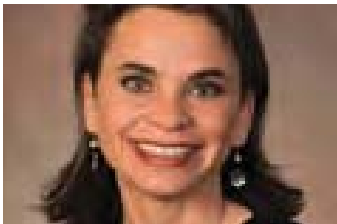


Marianne Lewis

Professor of Management and Associate Dean
Lindner College of Business, University of Cincinnati, USA

Her research develops paradox theory in such diverse yet interwoven fields as innovation, organizational change, governance, and technology implementation. Her paper, "Exploring paradox: Toward a more comprehensive guide" received the *Academy of Management Review* Best Paper Award in 2000. Other publications appear in such top journals as the *Academy of Management Journal*, *California Management Review*, *Organization Science*, and *Human Relations*.

Paradox studies offer a meta-theoretical lens - providing insights to understand competing demands across varied tensions, phenomena and levels-of-analysis. A number of existing theories have adopted ideas from and contributed to our understanding of organizational paradox. In this session, Wendy will draw from existing studies to explore how paradox informs and is informed by other organizational theories.



Wendy Smith

Assistant Professor of Management
Lerner College of Business and Economics,
University of Delaware, USA

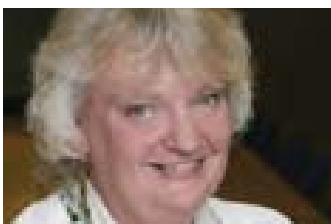
Wendy K. Smith received her doctorate in organizational behavior from Harvard University. Her research focuses on how leaders and organizations manage strategic paradoxes, and has been published in journals such as the *Academy of Management Journal*, *Academy of Management Review*, *Organization Science*, and *Harvard Business Review*.

Sub-plenary 6

Practicing Reflexivity in Organizations and Organizational Research

Date	Friday, July 3, 2015, 11:00–12:30
Location	PIERCE Cafeteria
Chair	Caroline Ramsey, University of Liverpool Management School, UK
Speakers	Michel Anteby, Harvard Business School, USA Ann Cunliffe, Bradford University, UK Martha Feldman, University of California, Irvine, USA Dvora Yanow, Wageningen University, Netherlands and Keele University, UK

What is this thing called reflexivity? And how can we practice 'it' if we're not sure what the 'it' is? Indeed, is there even one, identifiable 'it' available to know and practice? In this sub-plenary four scholars play with different ideas of reflexivity and in their playfulness seek to dig deep into the possibilities, disciplines and opportunities for practicing reflexivity as a creative process. Martha Feldman asks if it's OK to do research I care about, for if I care about a topic, might I not just find what I want to see? Distinguishing between methodological reflexivity and reflective practice, Dvora Yanow mischievously considers whether reflexivity in methods might be the new validity. Michel Anteby explores and, maybe, celebrates research that is irrelevant, idiosyncratic but interesting, before Ann Cunliffe broadens out the question of reflexive practice to include practitioners as well as researchers. The session will be a round table conversation, with participants helping each other explore their topics: stretching their questions, offering challenges to premises and encouraging boldness in a creative and practice-able reflexivity.



Caroline Ramsey

Senior Lecturer in Management
University of Liverpool Management School, UK

Caroline Ramsey's research publications to date have centered on a practice based, processual approach to learning, particularly learning in the workplace. She is currently working on a relational approach to leadership centring the creation of leadership within conversation.



Michel Anteby

Associate Professor of Business Administration
Harvard Business School, USA

Michel Anteby research looks at how individuals relate to their work, their occupations, and the organizations they belong to. He examines more specifically the practices people engage in at work that help them sustain their chosen cultures or identities. In doing so, his research contributes to a better understanding of how these cultures and identities come to be and manifest themselves. His latest book, "Manufacturing Morals: The Values of Silence in Business School Education", is an auto-ethnographic study of the Harvard Business School and explores the power and limits of silence as a socialization mechanism.



Ann Cunliffe

50th Anniversary Chair and Professor of Organization Studies
University of Bradford, UK

Having previously held positions at the University of Leeds, UK, the University of New Mexico and California State University, USA. She also holds Visiting Professor positions at Escola de Administração da Fundação Getúlio Vargas, Brazil, and the University of Strathclyde, UK. Her current research interests examine ethical leadership, embodied sensemaking, non-traditional qualitative research, and reflexive approaches to research, practice and learning. Recent publications include "A Very Short, Fairly Interesting and Reasonably Cheap Book about Management" (2014) and articles in *Organizational Research Methods*, *Human Relations*, *The Journal of Business Ethics*. She is Co Editor-in-Chief of *Management Learning*, and organizes the biennial Qualitative Research in Management and Organization Conference in New Mexico, USA.



Martha Feldman

Johnson Chair for Civic Governance and Public Management
Professor of Social Ecology, Political Science, Business and
Sociology
University of California, Irvine, USA

MARTHA S. FELDMAN has written 4 books and dozens of articles on the topics of organization theory, public management and qualitative research methods. Her current research on organizational routines explores the role of performance and agency in creating, maintaining and altering these fundamental organizational phenomena. She is a Senior Editor for *Organization Science* and also serves on the editorial boards of the *Academy of Management Journal*, *Academy of Management Discoveries*, *International Public Management Journal*, *Journal of Management Studies*, *Organization Studies*, *Public Administration Review* and *Qualitative Research in Organizations and Management*. She received the *Administrative Science Quarterly's* 2009 award for Scholarly Contribution, the 2011 Academy of Management Practice Scholarship Award and in 2014, she received an honorary doctorate in economics from St. Gallen University Business School and was listed by Thomson Reuters as a highly cited author. She can be reached at feldmanm@uci.edu.



Dvora Yanow

Professor of Organizational Studies Keele University, UK
& Guest Professor, Communication, Philosophy, Technology
Wageningen University, Netherlands

Dvora Yanow's research and teaching explore the generation and communication of knowing and meaning in organizational and policy settings. Present research includes practice studies, research regulation (ethics committee) policies, state-created categories for race-ethnic identity, immigrant integration policies and citizen-making practices, and science/technology museum spaces and the idea of science. Her most recent book, "Interpretive Research Design: Concepts and Processes", written with Peregrine Schwartz-Shea, is the first volume in their co-edited Routledge Series on Interpretive Methods; their co-edited "Interpretation and Method: Empirical Research Methods and the Interpretive Turn" recently appeared in a second edition.

SUB-THEMES AND THEIR LOCATION

All sub-themes are taking place in the different buildings of the The American College of Greece campus [please see maps and appendices]:

- ART: Arts Center building
- COM or CN: Communications building
- DERE: Deree main building
- LIBRARY: Library
- PIERCE: Pierce premises

Sub-theme No.	Sub-theme Title	Sessions	Rooms
01	Careers: Multi-level Issues in Theory, Methodology and Empirical Research <i>Convenors:</i> Wolfgang Mayrhofer, WU University of Economics and Business, Austria Hugh Gunz, University of Toronto, Canada Marijke Verbruggen, KU Leuven, Belgium	I–VII	DEREE-617
02	The Dynamics of Trust in Challenging Contexts <i>Convenors:</i> Rosalind Searle, Coventry University, UK Reinhard Bachmann, SOAS, University of London, UK Shay S. Tzafrir, University of Haifa, Israel	I–VII VI	Main: PIERCE-802 Break out: PIERCE-702

Sub-theme No.	Sub-theme Title	Sessions	Rooms
03	Routine Dynamics, Innovation and Creativity <i>Convenors:</i> Martha S. Feldman, University of California, USA Carlo Salvato, Bocconi University, Italy Dionysios Dionysiou, ALBA Graduate Business School	I–VII III, V	Main: DEREE-6-AUD Break out: DEREE-603
04	Paradigms and Methods of Diversity Scholarship <i>Convenors:</i> Inge L. Bleijenbergh, Radboud University, Nijmegen, The Netherlands Lize A.E. Booyesen, Antioch University, Yellow Springs, & Center for Creative Leadership, Greensboro, USA Albert J. Mills, Saint Mary's University, Halifax, Canada	I–VII	PIERCE-402
06	Revisiting the 'Publicness' of Organization, Management and Bureaucracy <i>Convenors:</i> Christine Teelken, VU University, The Netherlands Heidi Houlberg Salomonsen, Aalborg University, Denmark Haldor Byrkjeflot, University of Oslo, Norway	I–VII	DEREE-608

Sub-theme No.	Sub-theme Title	Sessions	Rooms
07	Institutions and Identities <i>Convenors:</i> Tammar B. Zilber, Jerusalem School of Business, Israel Michael Lounsbury, University of Alberta School of Business, Canada Renate E. Meyer, WU Vienna, Austria, & Copenhagen Business School, Denmark	I–VII II–VI	Main: LIBRARY Break-out: DERE-606, DERE-607
08	History, Institutions and Institutional Change <i>Convenors:</i> Stephanie Decker, Aston Business School, Aston University, UK Lars Engwall, Uppsala University, Sweden Behlül Üsdiken, Sabanci University, Istanbul, Turkey	I–VII IV, V	Main: DERE-503 Break-out: DERE-502
09	The Beautiful and the Ugly in Art, Design and Organization <i>Convenors:</i> Steven Taylor, Worcester Polytechnic Institute, USA Niina Koivunen, University of Vaasa & Turku School of Economics, Finland Grete Wennes, Trondheim Business School, Norway	I–VII	COM-BLACK BOX

Sub-theme No.	Sub-theme Title	Sessions	Rooms
10	<p>Creating and Sustaining Transnational Multi-Actor Governance of Corporate Conduct</p> <p><i>Convenors:</i> Jeremy Moon, Copenhagen Business School, Denmark Arno Kourula, University of Amsterdam Business School, The Netherlands Juliane Reinecke, University of Warwick Business School, UK</p>	I–VII	DEREE-703
11	<p>The MNE and Developing Economies: Entering Markets and Managing Organizations</p> <p><i>Convenors:</i> Florian Becker-Ritterspach, German University in Cairo, Egypt Rick Molz, Concordia University, Montréal, Canada Ali Taleb, MacEwan University, Edmonton, Canada</p>	I–VII	DEREE-609
12	<p>The Temporal Experience of Organizing</p> <p><i>Convenors:</i> Barbara Simpson, Strathclyde Business School, UK Tor Hernes, Copenhagen Business School, Denmark, & Buskerud and Vestfold University College, Norway Chahrazad Abdallah, Université du Québec à Montréal (UQAM), Canada</p>	<p>I–VII</p> <p>II</p>	<p>Main: PIECRE AMPHITHEATER</p> <p>Break-out: PIERCE-400, PIERCE-401</p>

Sub-theme No.	Sub-theme Title	Sessions	Rooms
13	Reflecting on Institutionalizing Creativity: The Role of Material Form and Practices in Creative Industries <i>Convenors:</i> Eva Boxenbaum, MINES ParisTech, France, & Copenhagen Business School, Copenhagen, Denmark Candace Jones, Boston College, USA Massimo Maoret, IESE Business School, Spain	I–VII III, V	Main: PIERCE-414 Break-out: PIERCE-415
14	Organizational Network Research: Networks in Social and Technological Innovation <i>Convenors:</i> Terry L. Amburgey, University of Toronto, Canada Jörg Raab, Tilburg University, The Netherlands Barak S. Aharonson, Tel-Aviv University, Israel	I–VII II, VI	Main: DEREE-7-AUD Break-out: DEREE-706
15	Creativity, Reflexivity and Responsibility in Organizational Ethnography <i>Convenors:</i> Laura Galuppo, Università Cattolica del Sacro Cuore, Italy Geneviève Musca, Université Paris Ouest Nanterre La Défense, France Linda Rouleau, HEC Montréal, Canada	I–VII	PIERCE-710

Sub-theme No.	Sub-theme Title	Sessions	Rooms
16	Organization as Communication: The Performative Power of Talk <i>Convenors:</i> François Cooren, Université de Montréal, Canada Lars Thøger Christensen, Copenhagen Business School, Denmark Dennis Schoeneborn, Copenhagen Business School, Denmark	I–VII III, V, VI	Main: DEREE-701 Break-out: DEREE-601, DEREE-707
17	Activity Theory and Organizations <i>Convenors:</i> Yrjö Engeström, University of Helsinki, Finland Anu Kajamaa, University of Helsinki, Finland Zlatko Bodrožić, University of Belgrade, Serbia	I–VII III, V, VI	Main: DEREE-702 Break-out: DEREE-602
18	Actors and Institutions: Alternative Currents <i>Convenors:</i> Samer Abdelnour, Erasmus University, The Netherlands Hans Hasselbladh, Örebro University, Sweden Jannis Kallinikos, London School of Economics, UK	I–VII	PIERCE-910
19	What Ancient Philosophy has to Teach Organization Studies <i>Convenors:</i> Stelios Zyglidopoulos, University of Glasgow, Scotland, UK Charilaos Platanakis, Koç University, Istanbul, Turkey Thomas Donaldson, University of Pennsylvania, USA	I–V	PIERCE-716

Sub-theme No.	Sub-theme Title	Sessions	Rooms
20	Organizing Alternatives to Capitalism: Theories, Models and Mechanisms <i>Convenors:</i> Luciano Barin Cruz, HEC Montréal, Canada Mário Aquino Alves, Business Administration School of São Paulo (FGV/EAESP), Brazil Bernard Leca, University Paris-Dauphine, France	I–VII II, IV, VI	Main: COM-3105 Break-out: PIERCE-626
21	Challenging Unreflective Organizational Life: Innovating towards Sustainable Enterprise Models <i>Convenors:</i> Stefano Brusoni, ETH Zurich, Switzerland Arnaldo Camuffo, Bocconi University, Milan, Italy Kerstin Neumann, Bocconi University, Milan, Italy	I–VII	PIERCE-909
22	Civil Society: The Site of Organized and Organizational Resistance <i>Convenors:</i> Michael Meyer, WU University of Economics and Business, Austria Marta Reuter, Stockholm University, Sweden Liesbet Heyse, University of Groningen, The Netherlands	I–VII	PIERCE-708

Sub-theme No.	Sub-theme Title	Sessions	Rooms
23	Climate (In)action: Understanding Corporate and Institutional Inertia <i>Convenors:</i> Bobby Banerjee, Cass Business School, City University London, UK Timo Busch, University of Hamburg, Germany Jonatan Pinkse, Grenoble Ecole de Management, France	I–VII	PIERCE-807
24	Critical Perspectives on Corporate Social Responsibility and Stakeholder Relations <i>Convenors:</i> Johanna Moisander, Aalto University School of Business, Finland Kathryn Fahy, Lancaster University Management School, UK Claudia Groß, Radboud University Nijmegen, The Netherlands	I–VII IV,V	Main: COM-2111 Break-out: PIERCE-702
25	Devising Markets and Other Valuation Sites <i>Convenors:</i> Liz McFall, Open University, UK Pascale Trompette, University of Grenoble Alpes, France Elena Raviola, Copenhagen Business School, Denmark, & University of Gothenburg, Sweden	I–VII	PIERCE-911
26	Digital Media and Organization <i>Convenors:</i> Armin Beverungen, Leuphana University Lüneburg, Germany Timon Beyes, Copenhagen Business School, Denmark Lisa Conrad, Bauhaus University Weimar, Germany	I–VII	PIERCE-709

Sub-theme No.	Sub-theme Title	Sessions	Rooms
27	Dynamic Capabilities for Strategic Change in Practice <i>Convenors:</i> Wolfgang H. Güttel, Johannes Kepler University, Linz, Austria Patrick Cohendet, HEC Montréal, Canada Uta Wilkens, Ruhr University Bochum, Germany	I–VII I–VII	Main: COM-2110 Break-out: COM-1116
28	Entrepreneurial Design and Designing Entrepreneurship <i>Convenors:</i> Dimo Dimov, University of Bath, UK Isabelle Reymen, Eindhoven University of Technology, The Netherlands Georges Romme, Eindhoven University of Technology, The Netherlands	I–VII	PIERCE-801
29	Ethico-Politics and Organization <i>Convenors:</i> Carl Rhodes, Macquarie University, Australia Pasi Ahonen, University of Essex, UK Mrinalini Greedharri, Laurentian University, Canada	I–VII	ART-002
31	Perspectives on Management Expertise and Advice in Global and Linguistically Diverse Organizational Contexts <i>Convenors:</i> Stefan Heusinkveld, VU University Amsterdam, The Netherlands Martyna Śliwa, University of Essex, UK Andrew Sturdy, University of Bristol, UK	I–VII III–V	Main: COM-2105 Break-out: PIERCE-624

Sub-theme No.	Sub-theme Title	Sessions	Rooms
32	Risk, Ethics and Practical Wisdom in Project Management <i>Convenors:</i> Christophe Bredillet, Queensland University of Technology, Australia Damian Hodgson, University of Manchester, UK Jonas Söderlund, Linköping University, Sweden	I–VII	PIERCE-706
33	Identity Work through the Ages: Unexamined Lives? <i>Convenors:</i> Cynthia Hardy, University of Melbourne, Australia Leanne Cutcher, University of Sydney, Australia Cara Reed, Cardiff University, UK	I–VII	PIERCE-707
34	Inequality, Institutions and Organizations <i>Convenors:</i> John M. Amis, University of Edinburgh, UK Thomas B. Lawrence, University of Oxford, UK Kamal A. Munir, University of Cambridge, UK	I–VII II–VI	Main: COM-2102 Break-out: COM-1117
35	Innovation, Knowledge Integration and Path Dependence: Towards More Reflective Practices <i>Convenors:</i> Jörg Sydow, Freie Universität, Germany, & Strathclyde University, UK Christian Berggren, Linköping University, Sweden Robert DeFillippi, Suffolk University, Boston, USA	I–VII III–V	Main: COM-2103 Break-out: COM-3104

Sub-theme No.	Sub-theme Title	Sessions	Rooms
36	Institutional Theories of Family Firms <i>Convenors:</i> Michael Carney, Concordia University, Montréal, Canada Roy Suddaby, University of Victoria, Canada, and Newcastle University, UK Giuseppe Delmestri, WU Vienna, Austria	I–VII	PIERCE-908
37	International Migration, Work and Organization <i>Convenors:</i> Jelena Zikic, York University, Toronto, Canada Kyoung-Hee Yu, University of New South Wales, Australia Robert MacKenzie, University of Leeds, UK	I–VII	COM-3106
38	Internationalization of SMEs: Actors, Processes and Practices <i>Convenors:</i> John Child, University of Birmingham, UK Joanna Karmowska, Oxford Brookes University, UK Said Elbanna, Qatar University, Qatar	I–VII	ART-003

Sub-theme No.	Sub-theme Title	Sessions	Rooms
39	<p>Challenging Power, Rationality and Diversity in Organizations during the Crisis: Emerging New Meanings and Learning from Ancient Greek Myths</p> <p><i>Convenors:</i> Marianna Fotaki, Warwick Business School & Manchester Business School, UK Anastasia Kynighou, Manchester Metropolitan University, UK Aikaterini Koskina, Keele University Management School, UK</p>	<p>I–VII</p> <p>I, IV, V</p>	<p>Main: COM-2113</p> <p>Break-out: PIERCE-622</p>
40	<p>Living the Critical Life: Unreason, Nonreflection and Irresponsibility</p> <p><i>Convenors:</i> Garance Maréchal, University of Liverpool, UK Peter Fleming, City University London, UK Bent Sørensen, Copenhagen Business School, Denmark</p>	I–VII	PIERCE-912
41	<p>Looking for Thorns, Paradoxes and Blind Spots as Triggers for Reflection about Research and Practice: Discourses and Practices of Change and Stability</p> <p><i>Convenors:</i> Karl-Heinz Pogner, Copenhagen Business School, Denmark Kristina Lauche, Radboud University Nijmegen, The Netherlands Anne Pässilä, Lappeenranta University of Technology, Finland</p>	I–VII	PIERCE-901

Sub-theme No.	Sub-theme Title	Sessions	Rooms
44	Marxist Organization Studies: Structures, Systems and Power <i>Convenors:</i> Paul S. Adler, University of Southern California, USA Rick Delbridge, Cardiff Business School, UK Matt Vidal, King's College London, UK	I–VII	PIERCE-711
45	Materiality, Human Agency and Practice <i>Convenors:</i> Eleni Lamprou, ALBA Graduate Business School, Greece Nathalie Mitev, King's College London, UK Lucas D. Introna, Lancaster University, UK	I–VII	PIERCE-902
46	Open Organizations for an Open Society? Practicing Openness in Innovation, Strategy and Beyond <i>Convenors:</i> Leonhard Dobusch, Freie Universität Berlin, Germany Georg von Krogh, ETH Zurich, Switzerland Richard Whittington, Oxford University, UK	I–VII IV, VI	Main: COM-2115 Break-out: PIERCE-627

Sub-theme No.	Sub-theme Title	Sessions	Rooms
47	Risk and Organizations: Understanding Reason, Reflexivity and Responsibility in Risk Management <i>Convenors:</i> Robert P. Gephart Jr., University of Alberta, Canada, & University of Lyon 3, France Steve Maguire, McGill University, Canada Michael Power, London School of Economics, UK	I–VII	PIERCE-903
48	Organizations and the Imagined Life: Perspectives on Imagination, Creativity and Novelty <i>Convenors:</i> Aris Komporozos-Athanasίου, King's College London, UK Charalampos (Babis) Mainemelis, ALBA Graduate Business School at the American College of Greece, Greece Mar Pérezts, EMLYON Business School, France	I–VII	PIERCE-703
49	Organizing Organizations: Dynamics and Variation <i>Convenors:</i> Göran Ahrne, Stockholm University, Sweden Nils Brunsson, Uppsala University, Sweden Dieter Kerwer, University of Antwerp, Belgium	I–VII	COM-2112

Sub-theme No.	Sub-theme Title	Sessions	Rooms
51	Valuation and Evaluation within and across Organizations <i>Convenors:</i> Charlotte Cloutier, HEC Montréal, Canada Jean-Pascal Gond, City University London, UK Louis-François Brodeur, HEC Montréal, Canada	I–VII III	Main: COM-2106 Break-out: PIERCE-626
52	Paradoxes and Unreason: Provoking Greater Examination into Organizational Life <i>Convenors:</i> Constantine Andriopoulos, City University London, UK Ella Miron-Spektor, Technion – Israel Institute of Technology, Israel Wendy K. Smith, University of Delaware, USA	I–VII III,V	Main: PIERCE CAFETERIA Break-out: PIERCE-403
55	Re-examining the Organization of Healthcare: Institutional, Technological and Clinical Challenges <i>Convenors:</i> Daniele Mascia, Catholic University of the Sacred Heart, Rome, Italy Federica Angeli, Maastricht University, The Netherlands Americo Cicchetti, Catholic University of the Sacred Heart, Rome, Italy	I–VII II–VI	Main: ART-AC-AUD Break-out: ART-001

Sub-theme No.	Sub-theme Title	Sessions	Rooms
56	Reflections on New Worlds of Work <i>Convenors:</i> Michel Anteby, Harvard Business School, USA Israel Drori, College of Management Academic Studies & Tel Aviv University, Israel Amy Wrzesniewski, Yale School of Management, USA	I–VII	COM-2116
57	Responsible Leadership: Addressing Social, Environmental and Business Implications of Leadership <i>Convenors:</i> Nicola M. Pless, ESADE Business School, Spain Günter K. Stahl, WU Vienna, Austria, & INSEAD, France Christian Vögtlin, University of Zurich, Switzerland	I–VII	PIERCE-913
58	Space and Materiality in Organizations <i>Convenors:</i> Perttu Salovaara, New York University, USA, & University of Tampere, Finland Arja Ropo, University of Tampere, Finland Donatella De Paoli, BI Norwegian School of Business, Norway	I–VII	COM-2114

Sub-theme No.	Sub-theme Title	Sessions	Rooms
59	Speaking Truth to Power: Organizing for the Greater Good <i>Convenors:</i> Dirk Lindebaum, University of Liverpool, UK Yiannis Gabriel, University of Bath, UK Deanna Geddes, Temple University, USA	I–VII	PIERCE-628
61	Strategy-as-Practice: Cognition, Emotions and Strategy Practice <i>Convenors:</i> Julia Balogun, Bath School of Management, UK Jane K. Lê, University of Sydney Business School, Australia Feng Liu, Warwick Business School, UK	I–VII V	Main: PIERCE-806 Break-out: PIERCE-715
62	Take a Walk on the Wild Side: Social Ontologies and Post- Legitimacy Theorizing about Social Structure <i>Convenors:</i> Peer C. Fiss, University of Southern California, USA Mark T. Kennedy, Imperial College, UK	I–VII	PIERCE-705
63.	Antecedents and Consequences of Institutional Logics for Reasoning and Rationality <i>Convenors:</i> Patricia H. Thornton, Duke University, USA William Ocasio, Northwestern University, USA Julien Jourdan, Bocconi University, Italy	I–VII III–VI	Main: COM-3103 Break-out: PIERCE-404

Sub-theme No.	Sub-theme Title	Sessions	Rooms
64	Customer-facing Service Work as a 'Moment of Truth'? <i>Convenors:</i> Marek Korczynski, University of Nottingham, UK Jean-Baptiste Suquet, NEOMA Business School, France Caroline Ruiner, Ruhr-Universität Bochum, Germany	I–VII	PIERCE-712
65.	Translating the Business Model into Action: Practice and Performativity <i>Convenors:</i> Stefan Häfliger, City University London, UK Vincent Mangematin, Grenoble Ecole de Management, France Charles Baden-Fuller, City University London, UK	I–VII	COM-3111
66	When Reason is not Enough: Intercultural Competence Acquisition and Use <i>Convenors:</i> Laurence Romani, Stockholm School of Economics, Sweden Sylvie Chevrier, Université de Paris-Est Marne-la-Vallée, France Christoph Barmeyer, University of Passau, Germany	I–VII	PIERCE-905
67	Learning Networks, Innovation and Educational Institutions <i>Convenors:</i> Nikolaos Mylonopoulos, ALBA Graduate Business School, Greece Nikolaos Smyrlakis, Bocconi University, Italy	I–VII	PIERCE-906

Sub-theme No.	Sub-theme Title	Sessions	Rooms
68	Perspectives on Gender, Identity and Employment <i>Convenors:</i> VPetra Adolfsson, University of Gothenburg, Sweden Gianluigi Mangia, University of Naples Federico II, Italy	I–VII	PIERCE-907

ABOUT ATHENS

Time Zone

Greek time is two hours ahead of Greenwich Mean Time (GMT), one hour ahead of Central European Time (CET) and seven hours ahead of Eastern Standard Time (EST).

Shops & Business Hours

- **Shops** are open on Monday, Wednesday, and Saturday from 09:00 to 15:00 and on Tuesday, Thursday, and Friday from 09:00 to 14:00 and from 17:00 to 21:00. Many tourist shops are open from 09:00 to 22:00. Malls and some retail stores in shopping areas may be open from 09:00 to 21:00 (except Sunday).
- **Government offices & public sector services** in general are open to the public from 08:00 to 14:00 daily, whereas they are closed on Saturdays, Sundays and most public holidays.
- **Banks:** Each bank has its own opening times. If you do your banking in the mornings, all of them are certainly open from Monday to Friday from 08:00 to 14:00.

TRANSPORTATION & TRAVEL

Athens International Airport

Athens International Airport “Eleftherios Venizelos” (ATH), located at about 27km to the north-east of Athens, is accessible via “Attiki Odos”, a six-lane motorway constituting the Athens city ring road.

Public transport connecting the airport with the city center and the port of Piraeus is provided by ‘express airport bus connections’, the metro and the suburban railway, ensuring the efficient transport of air travelers and facilitating linkages to key tourist attractions.

The airport connects Athens with over 50 cities around the world on a daily basis. The link below provides a list of international airlines which fly to and from Athens International Airport. Clicking on a variety of the listed airlines will guide you to their homepage, and will assist you to find the best route to Athens.

A list of Athens International Airport airlines can be found at <http://www.aia.gr/traveler/travellers-info/airlines/>. Information on flight details arriving and departing from Athens International Airport is available at <http://www.aia.gr/traveler/flight-info/rftfi/>.

Buses operate from 05:00 until midnight as well.

Tram lines operate on a 24-hour basis on Friday and Saturday; on weekdays, they operate from 05:00 until midnight.

All forms of public transportation, including blue buses, metro, trolley buses and urban trains, cost €1.20 per journey. Tickets are valid for 1½ hours from the moment they have been validated.

There is also a monthly card of €45.00 that is valid on all public transport. For further details and maps of all public transportation routes, please visit: www.oasa.gr/?id=ind3ex&lang=en.

Information on the various modes of transport can be found on the following websites:

For the metro lines, maps and tickets:

Attiko Metro:

<http://www.ametro.gr/page/default.asp?id=4&la=2>

For bus routes, maps and tickets:

Athens Urban Transport Organization (OASA):

<http://www.oasa.gr/?id=ind3ex&lang=en>

For directions, you can use Google maps:

<https://www.google.com/maps/@37.9916489,23.7517289,12z>

Financial Information

Currency

The official currency in Greece is the Euro (€). You can find the exact exchange rates with your local currency at www.xe.com.

Payment methods

The most common means of payment is cash. All major debit and credit cards, as well as Eurochecks, are accepted in most hotels, shops, travel and car rental agencies and restaurants. Stickers in the front windows will advise you as to which cards are accepted.

Travelers' checks are often not accepted. Withdrawing money from an ATM is the cheapest way to exchange your money.

Discover Athens

Athens is the city of the Olympic idea, the city of artists, a cultural hotspot and an important scientific center in Southern Europe. It is at the crossroad of three continents



Athens has much to offer: constant sunshine, access to sandy beaches and idyllic islands, and of course that first stunning view of the Acropolis. Today Athens is a modern city, polymorphic and alive. Moreover, it is charming and romantic, with picturesque narrow streets in Plaka. It is vibrant, with its spacious squares and popular locations like Konolaki, and it is ideal for shopping with great shopping areas like Ermou Street. Athens is perfect for walking around in quiet, peaceful neighborhoods like Mets. Athens is also renowned for its gastronomy and its nightlife. Taverns and restaurants can be found in every part of the city and visitors can get a taste of traditional dishes, as well as all kinds of international cuisine.



And Athens by night is definitely not to be missed! A wide variety of nightclubs, pubs, discos and bars are open and full of people almost (or literally, in some cases) until dawn. To discover more about different entertainment choices and important attractions in Athens, please visit:

www.breathtakingathens.com.

The long history of the city of Athens explains why it hosts quite a few museums: the New Acropolis Museum, the National Archaeological Museum of Athens, the Benakis Museum, the Museum of Cycladic Art, the Historical Museum of Athens ("Old Parliament"), the Goulandris Museum of National History, and the War Museum of Athens are only a few of the museums that are definitely worth a visit.

In addition, there are many interesting archaeological sites, most of which are situated in the city center: apart from the Acropolis, Herodion Theatre and the Panathinaiko (or Kallimarmaro) Stadium, there is also the Temple of the Olympian Zeus, the Ancient Agora, the Temple of Hephaestus and the innovative exhibitions of archaeological collections in the metro stations of Syntagma, Panepistimio, Acropoli and Evangelismos.

Last but not least, Athens is surrounded by stunning beaches situated in the southern and eastern suburbs. Nea Makri, Schinias, Artemida, Rafina, Agia Marina, Vouliagmeni, Varkiza, Voula, Glyfada, Alimos are some of the numerous beaches in the prefecture of Attiki. Do not forget your hats, sunglasses and sunscreen!



Escape Athens

Athens is close to and conveniently linked through public transport with the countryside and with the Aegean islands. Athens is connected to even the remotest destinations via Athens International Airport, the ports of Piraeus, Rafina and Lavrio, the national railway network operated by TRAINOSE and, the long-distance bus network KTEL.

Map of ferry routes



Weather in July

The weather in Athens in July is warm and sunny. The average temperature this month is 27°C (81°F), while the temperature can range from 22°C (72°F) to 32°C (90°F). However, please note that it is not at all unusual for the temperature to be above 35°C (95°F).

The high temperatures in Athens are fortunately not accompanied by high humidity; humidity is on average 50%, which is quite comfortable. Usually, there is no rain in July, which is the month with the highest average of daily sunshine (10 hours). Thus, it is recommended to carry hats, sun protection and drinking water throughout the day and to avoid wearing dark clothing during daytime.

The high temperatures and lovely sunshine create the perfect conditions for going to the beach, swimming and sunbathing.

APPENDICES



INDEX OF PROGRAM PARTICIPANTS

Please note!

The information contained in this program book was correct at the time of going to press (June 12, 2015). Thus, as a result of further changes and updates to the program book, please note that the Index below is not the latest version.

To view the updated Index, please:

- Go to www.egosnet.org
- Click on “2015 Athens” [tab at the top of the page]
- Scroll down and from the left-hand navigation, click on “Colloquium Program – Full version (PDF)”
- A new window will then open: click on “Updated Index of Program Participants”

KEY

AAR	Pre-Colloquium Workshop on the Art of Academic Reviewing
KnS	Keynote Speaker
ME	Meet the Editors
PDW	Pre-Colloquium Paper Development Workshop [+ number]
PhD	Pre-Colloquium PhD Workshop
Post-Doc	Pre-Colloquium Post-Doctoral and Early Career Scholars Workshop
SP	Sub-Plenary [+ number]
WNM	Women’s Network Meeting
ST	Sub-theme [+ number]

A

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Zhang, Ling Eleanor	Post-Doc, AAR, WNM, ST66		
Zhang, Stephen Xu	PDW-06, AAR, ST28		
Zhao, Eric	ST34		
Zhao, Wenyaoy (Will)	PDW-02, ST13		
Zhu, Jingqi	Post-Doc, AAR, WNM, ST44		
Zicari, Adrian	ST51		
Žičkutė, Ineta	ST37		
Ziggers, Gerrit Willem	ST61		
Zikic, Jelena	ST37		
Zilber, Tammar B.	PDW-02, SP2, ST07		
Zinck Pedersen, Kirstine	ST12		

VENUE PLANS

Five main buildings are being used during the Colloquium:

- The Deree Main building (DEREE)
- The Deree Arts Center (ART)
- The John S. Bailey Library (LIBRARY)
- The Deree Communications building (COM or CN)
- The Pierce premises (PIERCE)

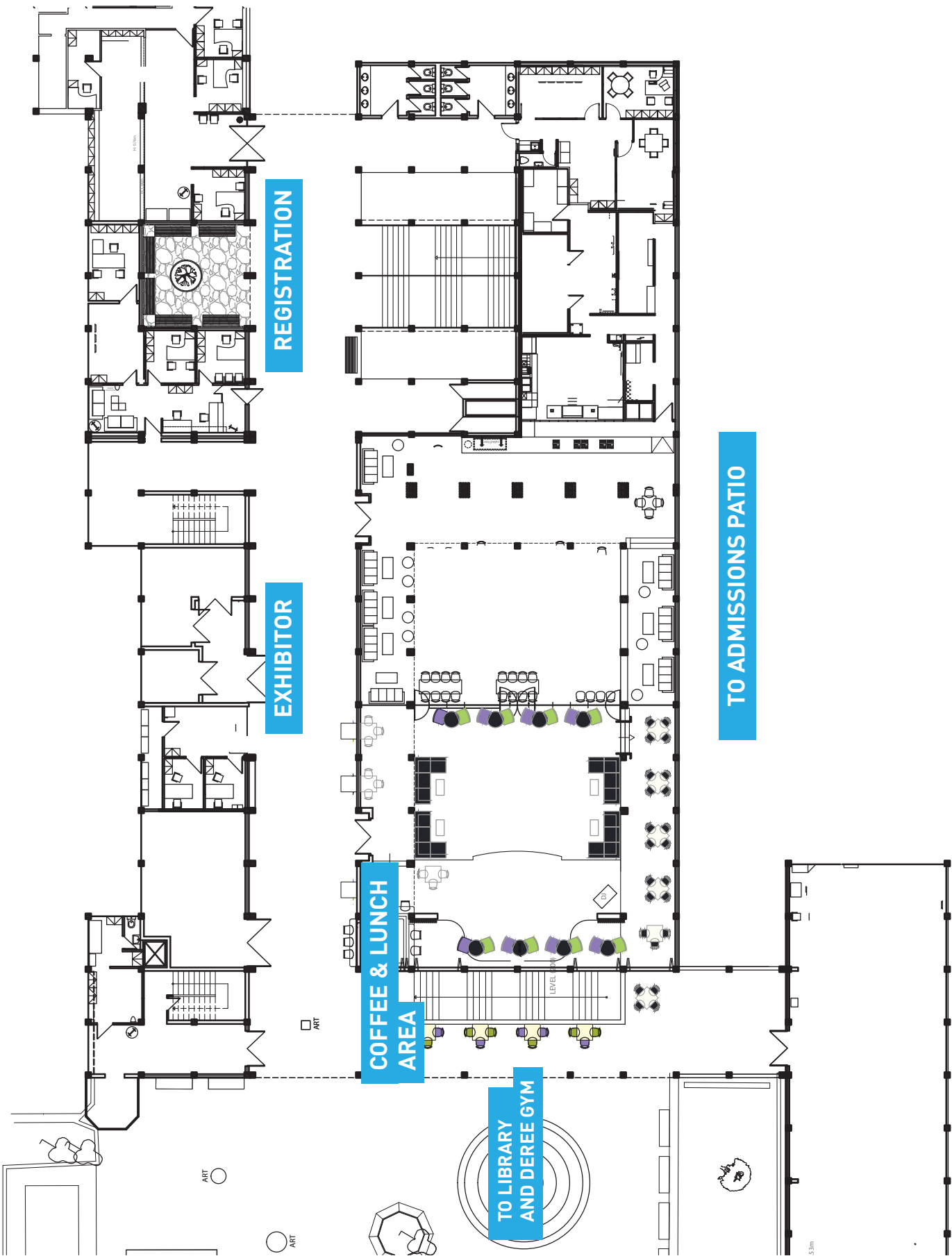
The session rooms are located in DEREE, PIERCE, COM, ART and LIBRARY.

- The Deree Gym will also be used for the Opening Ceremony.
- The Registration Desk is located in the corridor of Deree main building.
- The Exhibitors are located in the corridor of Deree main building.
- Coffee and Lunch Break Areas are located at the Deree Student Lounge located in the Deree Main Building and at the Pierce Faculty Lounge & Patio at Pierce Premises
- The Deree Admissions Patio and Pierce Theater will be used for social events.

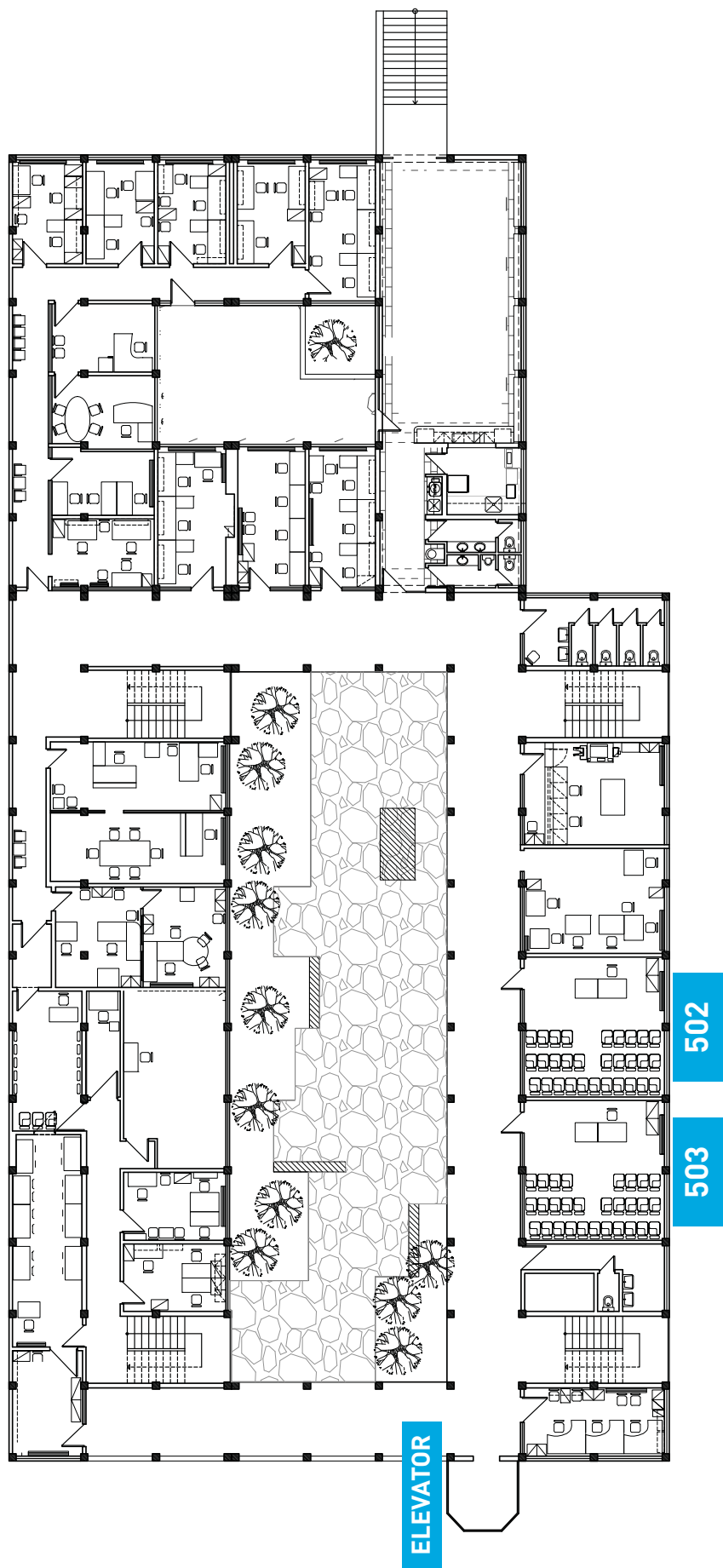
1. Central Gate
2. Main Corridor (Registration/ Exhibitors)
3. Deree classrooms (pages 145-147)
4. Deree Student Lounge (Coffee and Lunch Area)
5. Deree Library (Upper level and Gallery)
6. Deree Gym (Opening Ceremony)
7. Deree Admissions Patio (social events)
8. Center of Arts
9. Pierce Theater Atrium (social events)
10. Pierce Theater (2nd Keynote and Awards)
11. Pierce classrooms (pages 153-157)
12. Pierce Faculty Lounge & Patio Area (Coffee and Lunch Area)
13. Communications Building classrooms (pages 149-151)



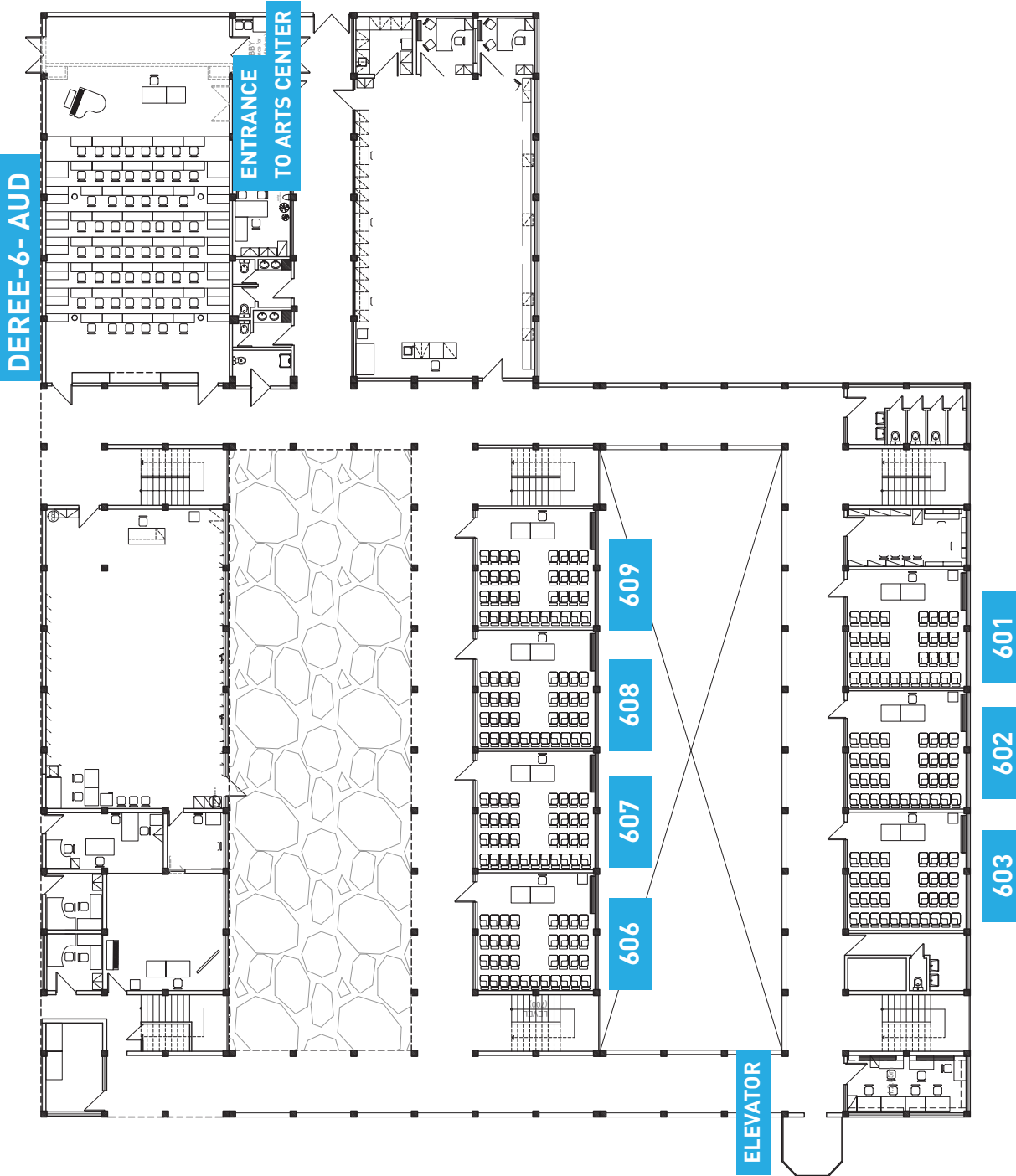
THE DEREE MAIN BUILDING (DEREE)
MAIN CORRIDOR



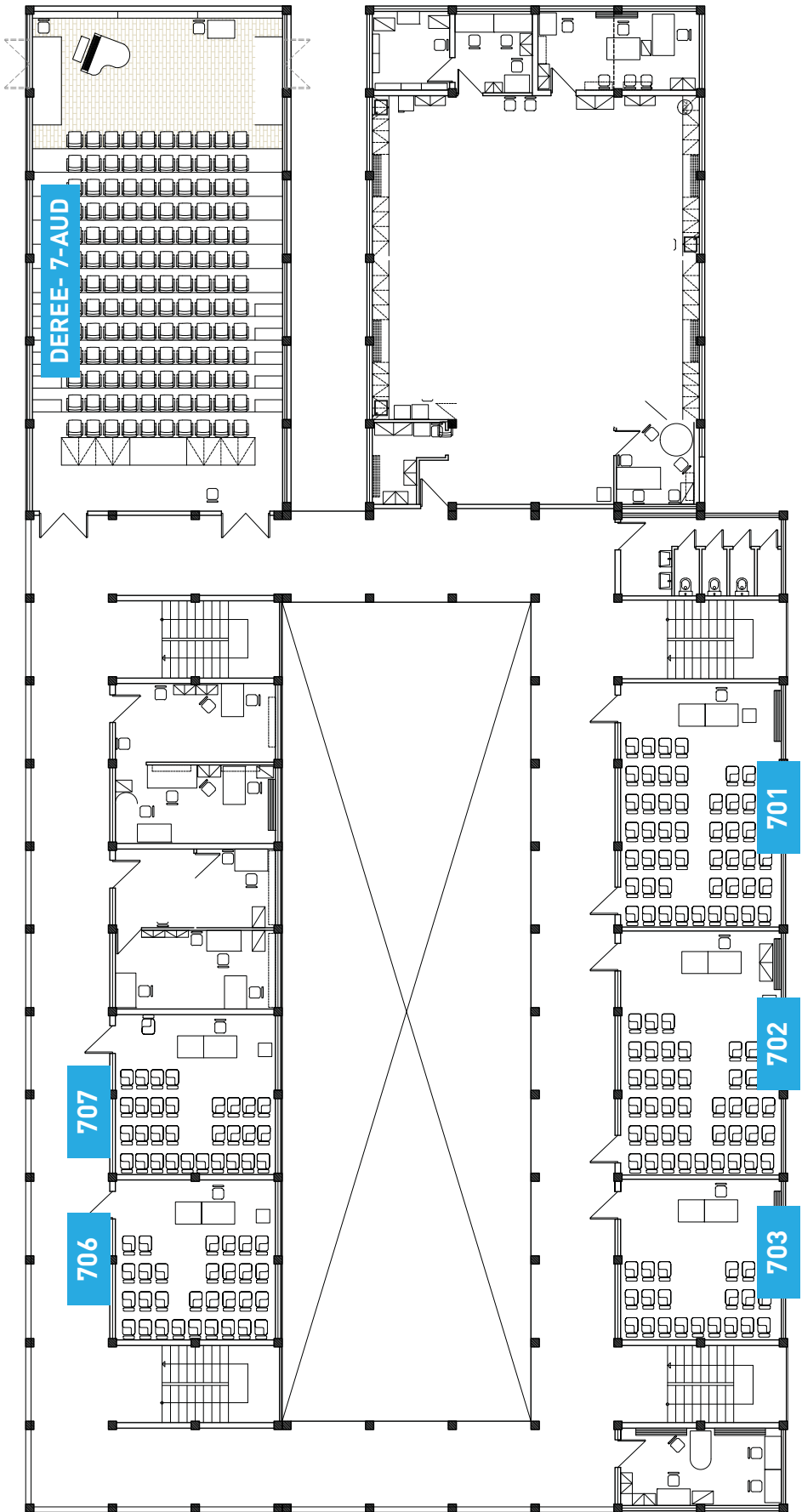
THE DEREЕ MAIN BUILDING (DEREE)
5TH LEVEL DEREЕ CLASSROOMS



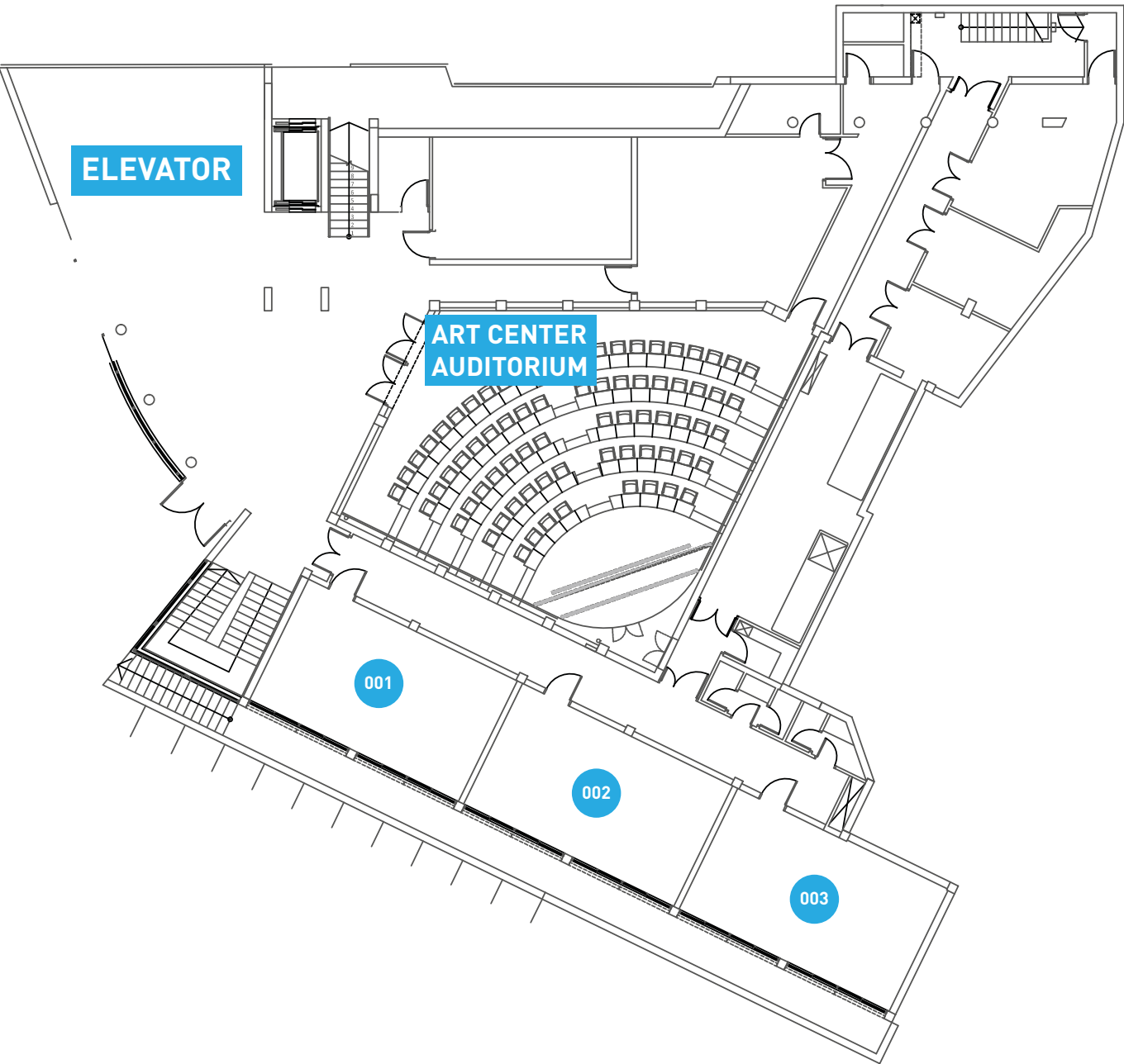
6TH LEVEL DEREЕ CLASSROOMS



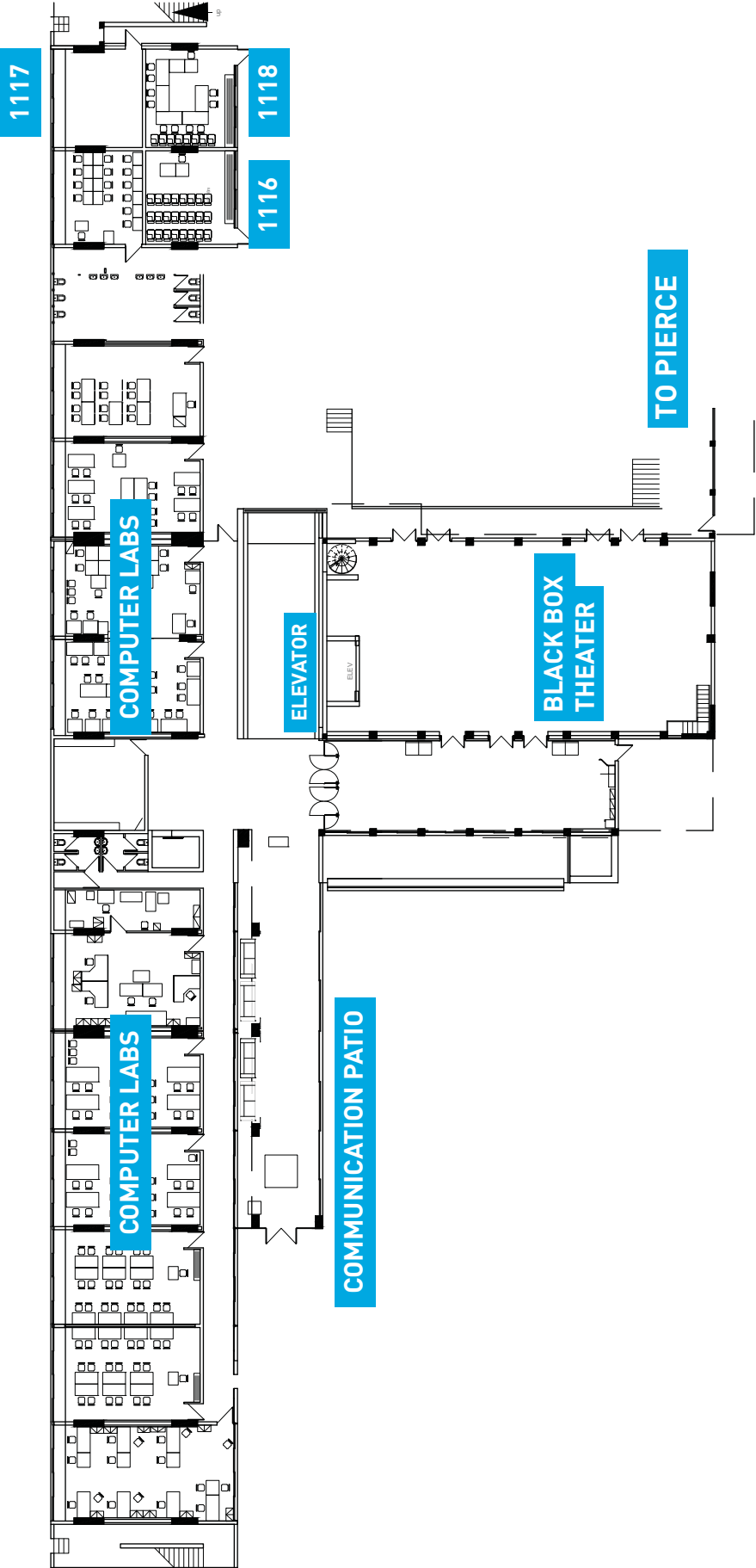
7TH LEVEL DEREЕ CLASSROOMS



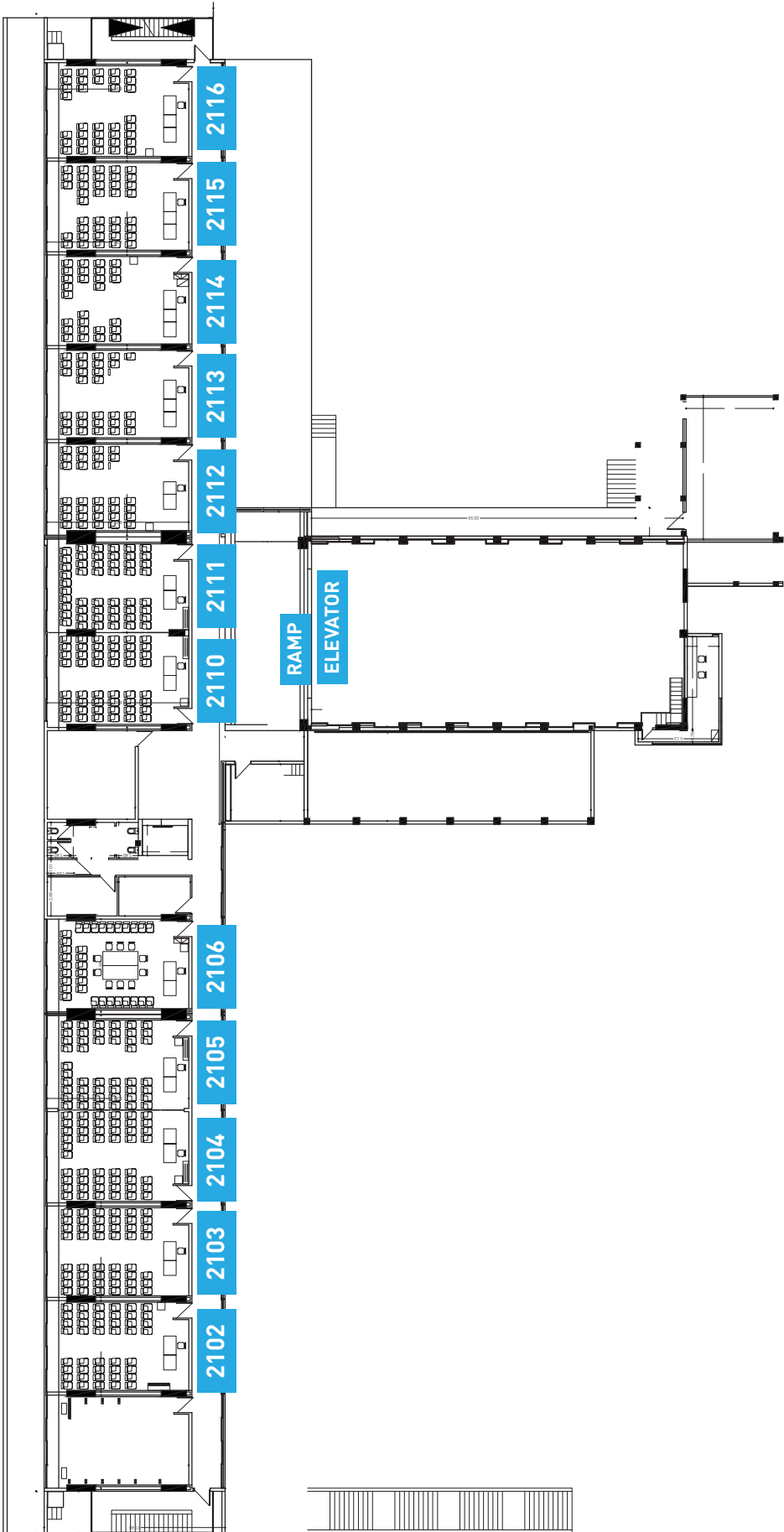
THE DEREE ARTS CENTER (ART).



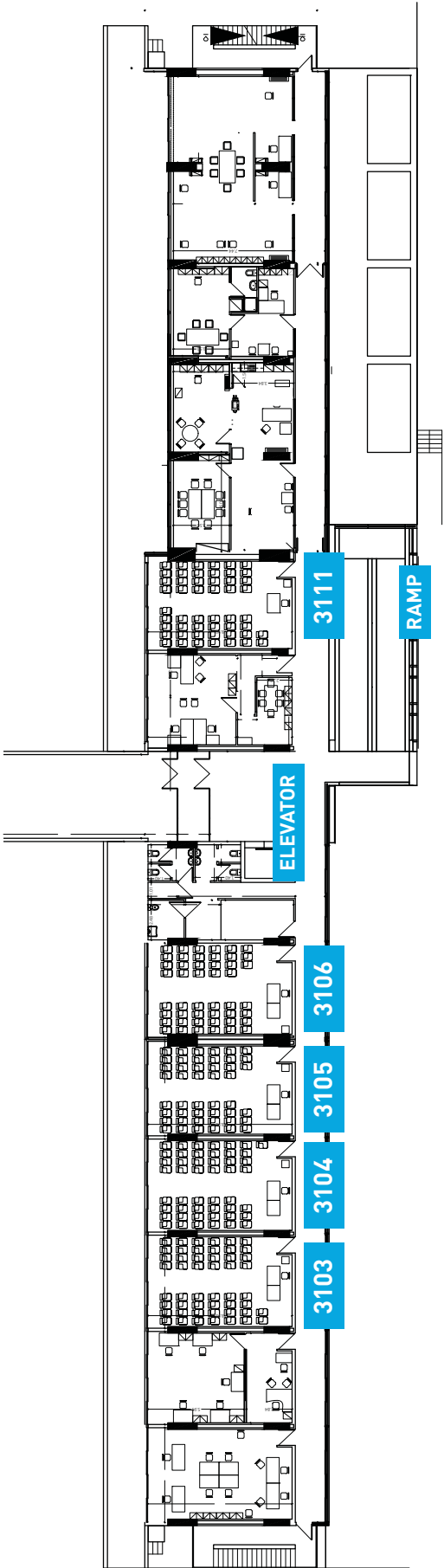
THE DEREE COMMUNICATIONS BUILDING (COM OR CN)
1ST LEVEL COM



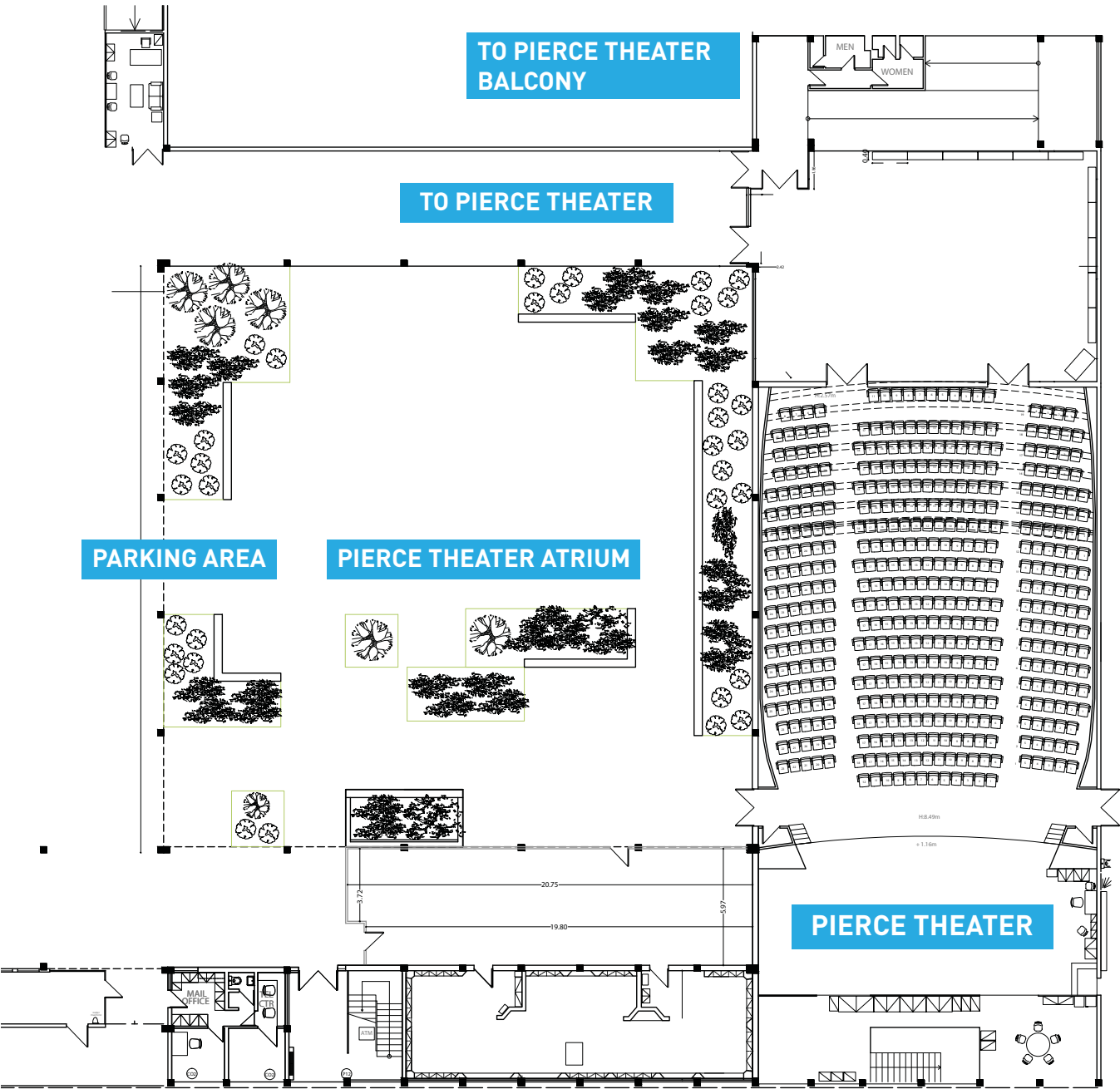
THE DEREK COMMUNICATIONS BUILDING (COM or CN)
2ND LEVEL COM



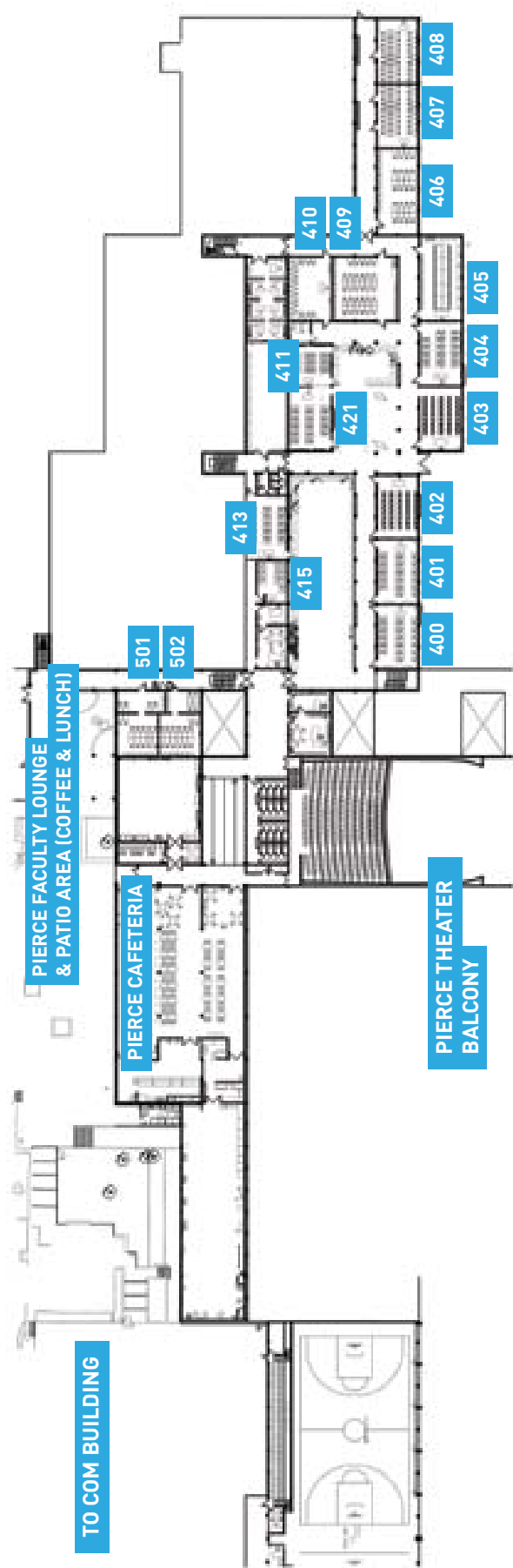
THE DEREE COMMUNICATIONS BUILDING (COM OR CN)
3RD LEVEL COM



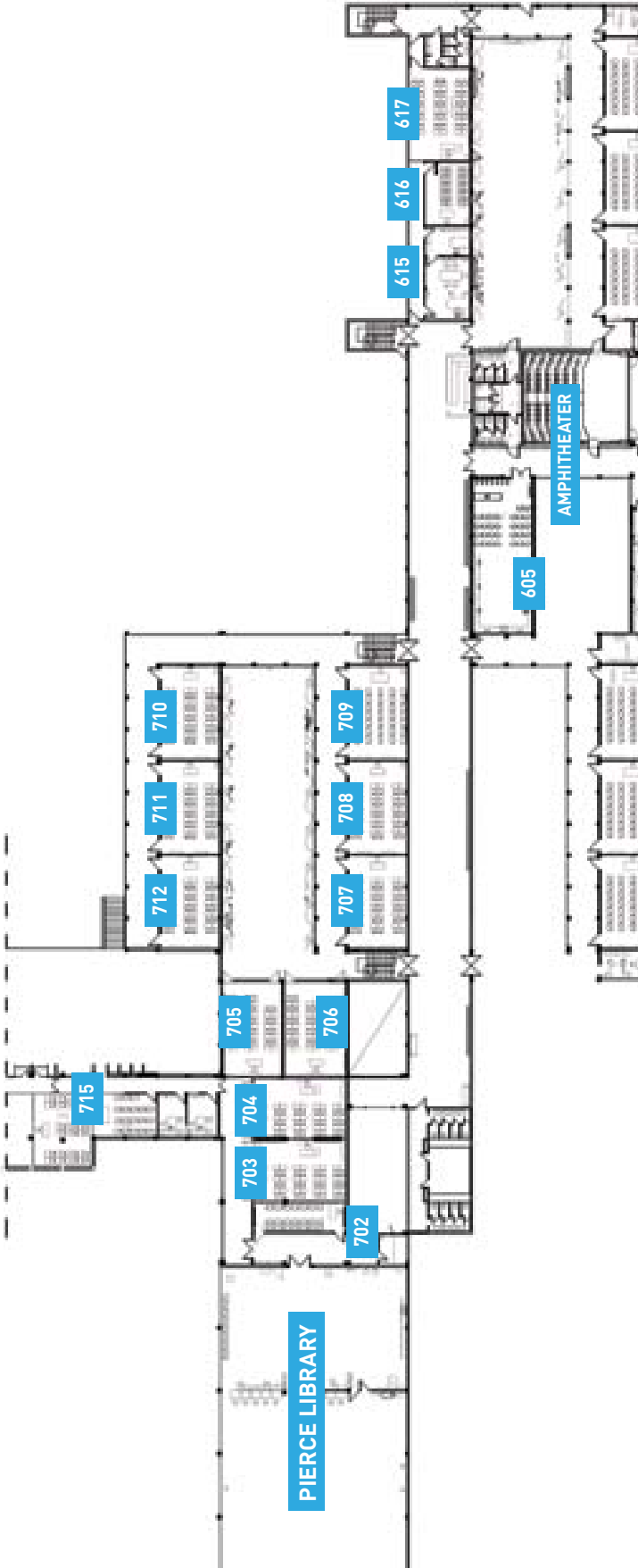
THE PIERCE PREMISES (PIERCE)
PIERCE THEATER ATRIUM (SOCIAL EVENTS)
PIERCE THEATER



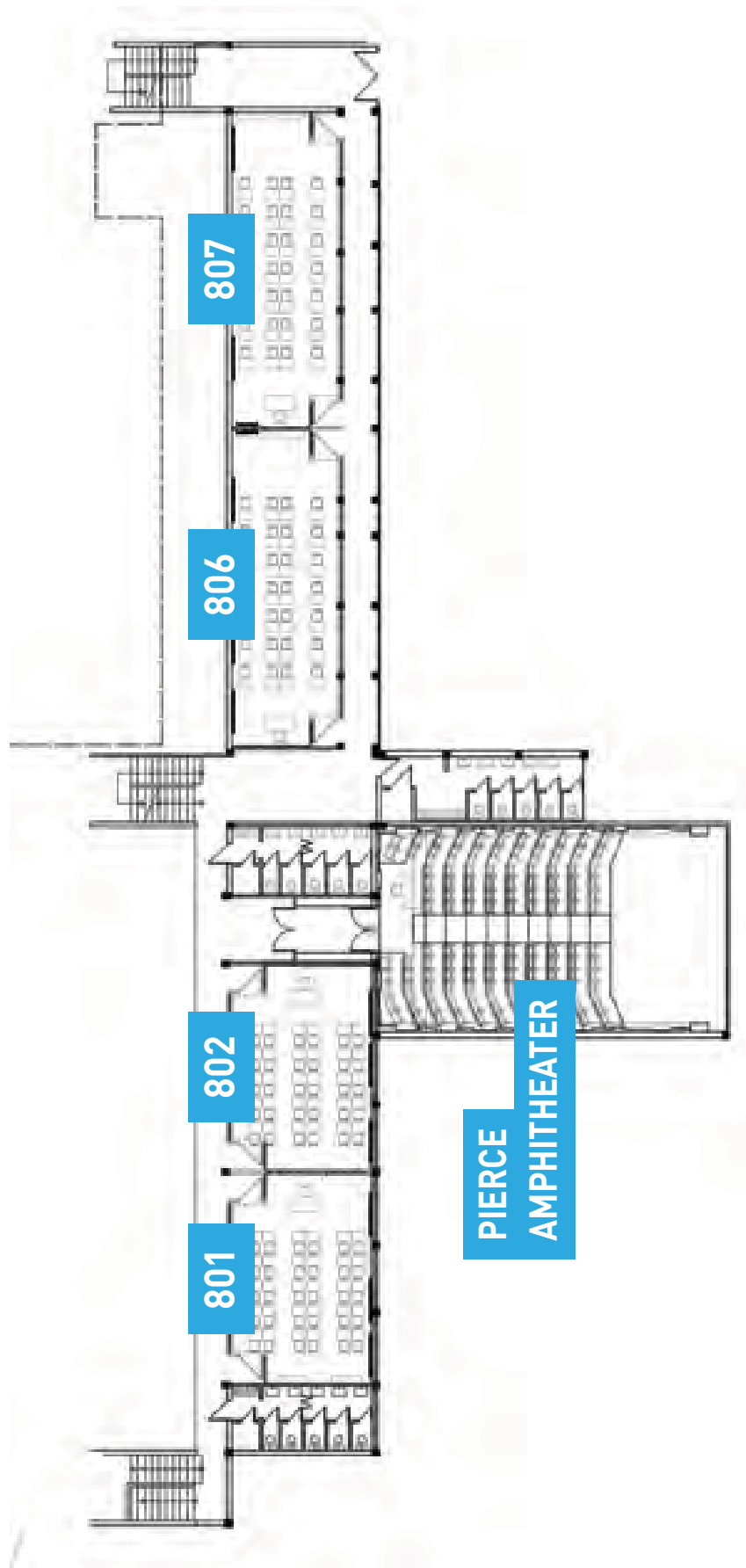
4TH AND 5TH LEVEL PIERCE CLASSROOMS



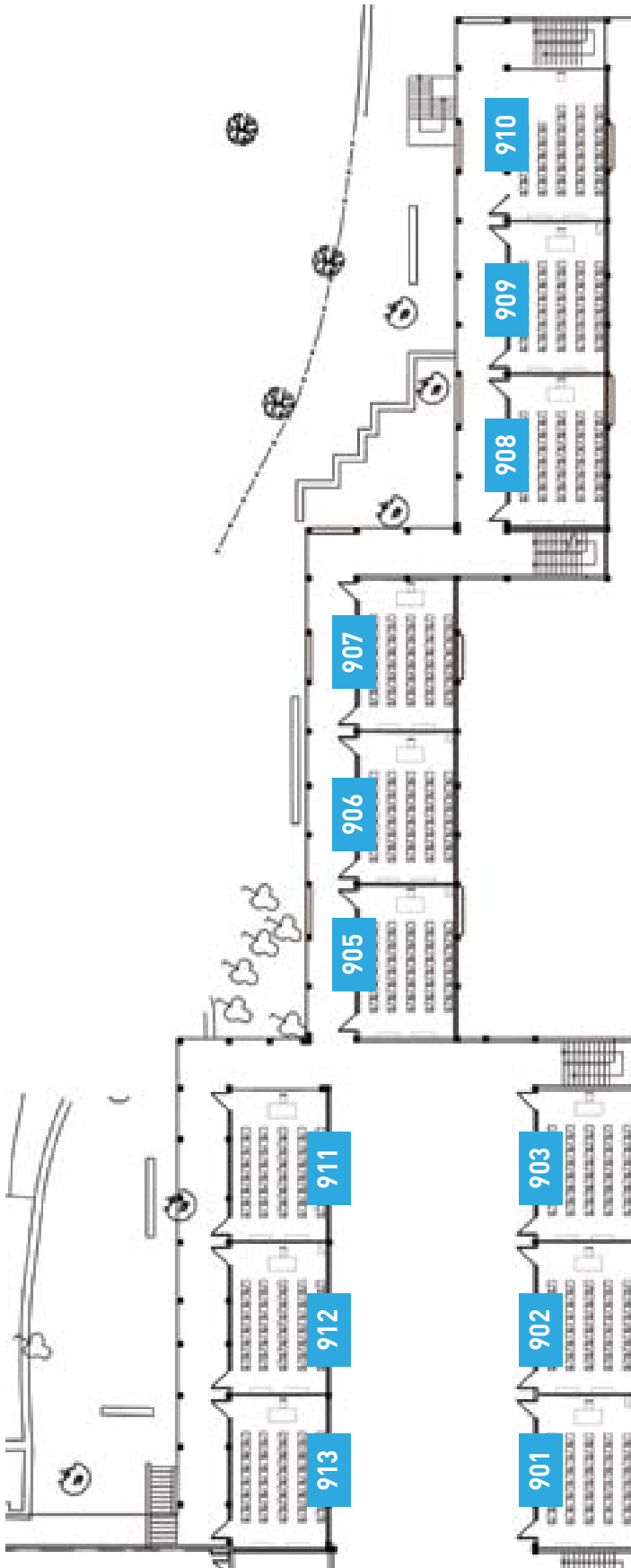
6TH AND 7TH LEVEL PIERCE CLASSROOMS



8TH LEVEL PIERCE CLASSROOMS



9TH LEVEL PIERCE CLASSROOMS



10TH LEVEL PIERCE CLASSROOMS

