

26th EGOS Colloquium

LISBON JULY 1 - 3

2010

PROGRAM



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General Theme

Waves of Globalization: Repetition and difference in organizing over time and space

What better place could there be than Lisbon, the westernmost capital of continental Europe, to explore the relevance of globalization for organization studies and to celebrate discovery, cultural difference and the experience of diversity which EGOS stands for?

DEAR EGOSIANS

Welcome to the 26th EGOS Colloquium! The theme of the Colloquium is globalization, which speaks to me as a scholar and dedicated EGOSian. I think that we need to go further in the analysis of globalization, including its creative potential as well as darker sides. Although we have seen increasing scholarly interest in globalization in the past two decades, its implications and various meanings have not yet been fully explored in all strands of organization studies. There are various theoretical avenues that can be pursued, and we need alternative explanations and conceptual frameworks to better understand globalization. Furthermore, the current wave of globalization has resulted in new economic, social, organizational and managerial phenomena that need scholarly attention. In my view, we as organizational scholars have a great deal to say and should also make our voices heard in more general discussions about globalization.

I cannot think of a more appropriate place for our Colloquium on globalization than Portugal and Lisbon. Portuguese have acted as colonizers and been colonized. The history of Lisbon is characterized by various kinds of international influences,

which one can sense in its architectural layers and cultural diversity. At the same time, it is a modern European city full of dynamism and creativity. The effects of recent global industrial restructuring are also visible in Lisbon and its surroundings – as they are in most other Western cities. Thus, Lisbon will certainly offer an inspiring setting for our academic discussions. I am also sure that this fascinating place will help scholars from different backgrounds to connect and create new kinds of ideas and networks.

This Colloquium is the result of the creativity, enthusiasm, and hard work of a great number of people. This is an amazing global organizational achievement in itself, and I wish to thank all the people involved in this project. On behalf of the EGOS Board, I wish to express our gratitude to our wonderful hosts, the local organizing team for all their hard work, the EGOS Executive Secretariat and the scientific committee for their crucial input, the convenors for setting up and managing the sub-themes, as well as all the people contributing to the pre-Colloquium workshops and other special activities of this Colloquium.

I wish you all a great Colloquium!

Eero Vaara

CHAIR OF EGOS

WELCOME TO NOVA!

It is with much pride and joy that NOVA finds itself host and organizer of the 2010 Colloquium of the European Group of Organizational Studies. For a school like ours - small and located in the westernmost part of continental Europe - to receive renowned scholars from all over the world in such exuberant numbers constitutes a tremendous chance for networking and a platform for increased visibility. We are very grateful to EGOS and to you all for this opportunity. The theme of this year's Colloquium is "Waves of Globalization". And the theme could not be more befitting for a Colloquium held in Portugal, near the place where it all started in the 15th century when Prince Henry's ships sailed into the unknown and inaugurated the first wave of globalization. It is also a topic that lies at the core of NOVA's nature and strategy. Every year our school receives foreign students of more than 30 nationalities and sends its students to more than forty countries across the five continents. NOVA's faculty body includes sixteen different nationalities and English is used as the dominant teaching language in

all programs. Without jeopardizing the academic quality that led NOVA to receive the Triple Crown accolade, we aim to be at the center of a triangulation of knowledge whose vertices lie in Europe, Africa and Brazil using the Portuguese language, history and culture as its lever. The first wave of globalization had governments and nations at its center. It was very dissimilar from the wave that started in the 1990s, leveraging on the IT revolution, and often described as the world being flat. The distinctive feature of the current wave of globalization is that it has the individual at its center: the individual can search for the best products and services around the globe without the intermediation of multinational companies or governmental organizations. The nature of work and organizations has changed profoundly, bringing to the forefront such issues as change management, diversity, leadership, creativity and the networking of cultures and geographies, upon which, I am certain, this Colloquium will shed new light. I wish you a very productive and enjoyable stay in Lisbon.

José A. F. Machado

DEAN OF THE FACULTY OF ECONOMICS - UNL

DEAR EGOSIANS,

For the first time, the EGOS annual colloquium travels to Lisbon. It is our pleasure to warmly welcome you to the School of Economics and Management at Nova and to our city. In this year's program we chose to invite you to explore globalization from an historical perspective. It makes all the sense, we believe, to engage in discussions on globalization and history from this part of the world. Lisbon is the capital city of a country whose frontiers were established with almost no variation, in the 13th Century. Lisbon was the port from which Portuguese explorers such as Vasco da Gama, Bartolomeu Dias, or Diogo Cão departed to make history as we now know it. Lisbon is also the city of fado and of poets like Pessoa. This environment, full of history is, we consider, the perfect scenario to discuss how history and interdependence continue to mold our society.

In this years' program, we feature 47 sub-themes, including 8 Standing Working Groups. We have, as it is always happening in our meetings, a remarkable diversity of topics. In response to our call, globalization is at the core of a number of sub-themes. Despite the strong presence of the topic in academic and societal discussions, we will not be discussing more of the same. We will rather have the possibility to explore globalization from new and refreshing theoretical perspectives. For the plenary sessions we will have four notable guest speakers: Stewart Clegg, Mary Crossan, John Meyer, and Susan Schneider. Their work in fields such as power, learning, institutions, and cross-cultural issues, shaped

our field and it's with enthusiasm that we look forward to attend their sessions. If you have the chance, enjoy the pleasures of open, informal coming together in the EGOS conversation café, imagined by Stefan Meisiek, one the team members. It is a post-Colloquium offering, where a number of renowned scholars, who have generously agreed to meet with interested colleagues to talk about research, life, and the globalized world. You will find them in cafes in the city center and this way the Colloquium opens up to the city around it.

Lisbon is a great host city. It interweaves tradition and modernity. You can feel history in places such as the Castelo de São Jorge, in Alfama, or in the monumental area of Belém, where the city's ex libris, the tower of Belém is located, and where EU's Lisbon treaty was recently signed. You can in alternative prefer to enjoy new perspectives of the city in such places as the Parque das Nações, CCB (in Belém) or in Santos Design District. Or, you may just enjoy the Baixa, the city's center, a few minutes away from the Colloquium venue. The Coliseum, where our plenary sessions will take place, is just there.

As you can see, there are many cities in Lisboa. Layers of history, or historical waves if you prefer, helped to build this vibrant and friendly place. Let us again welcome you and the entire EGOS community to Lisbon. On behalf of the local organizing team, I hope you enjoy the Colloquium and that you'll learn the meaning of one of the most beautiful words of the Portuguese language that cannot be easily translated, *saudade*. Welcome, bem vindos!

Miguel Pina e Cunha

CHAIR OF THE 26th EGOS COLLOQUIUM

General Information

ORGANIZING COMMITTEE AT UNIVERSIDADE NOVA DE LISBOA

Miguel Pina e Cunha
João Vieira da Cunha
Stefan Meisiek
Daved Barry
Rita Campos e Cunha

EGOS EXECUTIVE SECRETARIAT

Angelika Zierer-Kuhnle
Anna Lena Bartels
Thomas Crowe

COLLOQUIUM LOCAL ORGANIZERS

Mundiconvenius
Profesional Congress Organizers
Av. 5 de Outubro, 53 – 2
1050-048 Lisboa, Portugal
Phone: +351 213 155 135
Fax: +351 213 558 002
E-mail: egos2010@mundiconvenius.pt

SPONSORS AND EXHIBITORS

The Organizers of the 26th EGOS Colloquium would like to thank the following sponsors and exhibitors for their financial support:

SPONSORS

Barclays
Leadership Business Consulting
Jornal de Negócios
Reditus
Sata Airlines
Turismo de Portugal

EXHIBITORS

Stand 1-2 Sage Publications
Stand 3 Palgrave Macmillan
Stand 4 Emerald G. Publishing
Stand 5 Wiley
Stand 6 Routledge
Stand 7 Gower Publishing
Stand 8 Cambridge Univ. Press
Stand 9 Oxford Univ. Press
Stand 10 Copenhagen Business School Press
Stand 11 Edward Elgar Publishing
Stand 12 Pearson Education

The exhibition area is located in the foyer of the Faculdade de Economia (see floor plan on pages 196-200).

VENUE

The 26th EGOS Colloquium will take place at the New University of Lisbon (UNL – Universidade Nova de Lisboa). Meeting rooms will be in the five buildings of the university campus and two hotels.

The Registration desk, where you can collect the colloquium materials and your badge, is located in front of the main entrance door of Faculdade de Economia.

■ PALACETE

Sub-theme sessions and EGOS board meeting
Rua Marquês de Fronteira 20

■ CENTRO DIGITAL

Sub-theme and sub-plenary sessions
Rua Marquês de Fronteira 20

■ FACULDADE DE ECONOMIA

Sub-themes, sub-plenary sessions,
Campus de Campolide
exhibition and registration area

■ ISEGI

Sub-theme sessions
Campus de Campolide

■ REITORIA

EGOS award ceremony,
plenary session,
Campus de Campolide
EGOS business meeting and
Organization studies advisory
board meeting

■ SANA MALHOA HOTEL

Sub-theme sessions
Avenida José Malhoa, 8

■ NOVOTEL HOTEL

Sub-theme and sub-plenary sessions
Avenida José Malhoa, 1 - 1 A

(see map of the area on page 201)



TRANSPORTATION TO THE VENUE

UNL is easily accessible by car and public transport from the city centre and from outside the city.

TO GO TO THE:

Palacete
Centro Digital
Faculdade de Economia
ISEGI

Participants may use

Subway: two underground stations are situated near the Campus

■ São Sebastião / El Corte Inglés (Blue Line)

■ Praça de Espanha (Blue Line)

From both stations to the Campus is a 10 minute walk.

Bus: There are various bus routes with stops near the Campus: 702, 718, 742, 746 and 770.

TO GO TO THE HOTELS :
SANA MALHOA
NOVOTEL

Subway: one underground station serves the two Hotels

Praça de Espanha (Blue Line) The station is a 10 minute walk to the Hotels.

Bus: There are various bus routes with stops near the Hotels: 716, 726, 731 and 758

To determine your best route to the venues follow the signs or ask the campus staff.
(see map of the area on page 201)

OPENING CEREMONY

Opening Ceremony of the 26th EGOS Colloquium, the first plenary session and the Welcome Cocktail will take place on Thursday, July 1 at 17:00 at the Lisbon Coliseum.

This concert hall was founded in August 14, 1890 and hosts musical concerts, theater, circus, dance shows and awards' ceremonies.

The Lisbon Coliseum is located downtown, close to Avenida da Liberdade at Rua das Portas de Santo Antão, 96.

Subway: the nearest underground station is Restauradores, served by the Blue Line.

Bus: there are various bus routes with stops at Restauradores: 36, 44, 709, 711, 732 and 745.

Please note that you may use the round trip ticket in your registration package for the public transportation companies Carris (buses and trams) and the Metro (underground).

The Lisbon Coliseum ticket in your package is required for admission to the Ceremony.

PROGRAM

Welcome address by Miguel Pina e Cunha (Chair of the Organizing Committee), Eero Vaara (Chair of EGOS) and José Machado (Dean of the Faculty of Economics – UNL) Portuguese Guitars

Keynote speech 1: 'Flows of Globalizing' by Stewart Clegg, University of Technology, Sydney

Fado performance by António Zambujo
Keynote speech 2: 'Implications of Cultural Rationalization for Organizations' by John Meyer, Stanford University.

Fado performance by Filipa Cardoso

Musicians:

Portuguese Guitar -Paulo Parreira
and Bernardo Romão

Guitar - João Mário Veiga

Bass Guitar - Francisco Gaspar



COLLOQUIUM REGISTRATION DESK

The registration and information desk is located in front of the main entrance door of Faculdade de Economia and will operate during the following days and hours:

Wednesday, June 30	15:00–20:00
Thursday, July 1	08:00–16:30
Friday, July 2	08:00–18:00
Saturday, July 3	08:00–14:00

Please note that registration for the colloquium (including delivery of conference bags and material) is at the central registration desk. There is an information point in each venue, as well as hostesses. Please ask them if you require assistance of any kind.

PRE-COLLOQUIUM WORKSHOPS - HOSPITALITY DESK

The pre-Colloquium workshops will take place at the Centro Digital and at the Palacete from Monday, June 28 to Wednesday, June 30. The hospitality desk is located on the ground floor (level 0) of the Centro Digital and will operate during the following days and hours:

Monday, June 28	15:00–19:00
Tuesday, June 29	08:00–18:00
Wednesday, June 30	08:00–15:00

TECHNICAL EQUIPMENT

All meeting rooms (classrooms) are equipped for PowerPoint projection only. Please migrate your presentation to the computer of your session room before the beginning of your session.

The staff will be at your disposal (each floor / each venue) to help you in case you need technical support.

COMPUTER ROOM AND INTERNET FACILITIES

You are welcome to use the following computer rooms all with internet connection:

ISEGI – rooms 1, 2 and 5 on the first floor
Faculdade de Economia – Rooms “Reditus” Floor 2

Palacete – computers available on the ground floor

Wednesday, June 30	15:00–20:00
Thursday, July 1	08:00–16:30
Friday, July 2	08:00–18:00
Saturday, July 3	08:00–14:00

To get access to the network please use the following login procedure:

Username: egos2010
Password: egos2010

WIRELESS INTERNET

During the entire Colloquium, free Wi-Fi internet will also be available in the Palacete, Centro Digital and Faculdade de Economia. To access it create manually a network profiles and configure it with the following data: Network name – eduroam; Security type – WPA; Encryption type: TKIP. Please use the following login procedure:

Username: egos2010
Password: egos2010

REGISTRATION FEES

Please note that EGOS membership fee for 2010 must be paid to the EGOS Secretariat prior to registering for the Colloquium.

	UP TO MAY 18	AFTER MAY 18
EGOS member 2010 and/or convenors	€ 365	€ 440
PhD student EGOS member 2010 (Student ID photocopy required)	€ 255	€ 440
EGOS 26th Colloquium Dinner and Party at Kais Restaurant (Friday, July 2)	€ 55	

Registration forms must have been received before June 15.

The reduced fees indicated above will apply only if the registration form and payment have been received before May 18, 2010.

Registrations not paid prior to the Colloquium will be cancelled.

Cancellations must be received by Mundi-convenius in writing (by email or fax) before May 18. Refund of the registration fee with a € 100 administrative charge deduction will be granted for cancellations received before May 18. No refunds after this date.

REGISTRATION FEE INCLUDES:

- Access to the Colloquium sessions (sub-theme, sub-plenary, plenary) on Thursday, July 1, Friday, July 2 and Saturday, July 3
- Opening Ceremony and Welcome Cocktail on Thursday, July 1 at the Lisbon Coliseum.
- Coffee and lunches on Thursday, July 1, Friday, July 2 and Saturday, July 3.
- Personal badge, certificate of attendance, Colloquium bag and program

COFFEES AND LUNCH

Lunches and coffee will be served on the Campus (Faculdade de Economia), at the Palacete, at the Sana Malhoa Hotel and at the Novotel Hotel.

Since capacity at these venues is limited you are requested to use the service provided at your session venue.

Please note that the lunch on July 3 will be served on the campus only.

CONVENORS' DINNER

The dinner will be held at the Terrace Restaurant on the top floor of the Tivoli Lisboa Hotel, Av. da Liberdade 185, on Thursday, July 1 at 20.00

The Tivoli Lisboa Hotel is walking distance from the Lisbon Coliseum where the Opening Ceremony will take place. No transportation will therefore be provided. Admission is by invitation only. The invitation card for the dinner will be included in your package.

EGOS 26TH COLLOQUIUM DINNER AND PARTY

The dinner will take place at the Kais Restaurant, a former warehouse located at Rua Cintura Porto Armazem 1 on the river front in the Santos district, on Friday, July 2 at 20.30.

No transportation will be provided.

Please note that the dinner is not included in the registration fee and an admission ticket is required.

If you have bought a dinner ticket in advance, it will be included in your registration package

Following the dinner, the party will begin at the Urban Beach Bar in front of the restaurant.



The nearest subway station is Cais do Sodré (Green Line).

There take the bus/tram to Santos Train Station stop: 28, 706, 714, 732, 15E or 18E.

Go to the Santos train station, cross the bridge to the riverside, turn right and walk along for 5 minutes until you come to a big K sign. The Urban Beach Bar is right next to the Kais.



HOTEL INFORMATION

As the official organizer of the congress Mundiconvenius has offered special reduced rates for various hotels in Lisbon.

HOTEL RESERVATION POLICY

Mundiconvenius has dealt with the incoming requests on a first-come- first-served basis.

Mundiconvenius reserves the right to book at another hotel (of lower category, if equivalent not available) if the one selected is fully booked.

Upon receipt of the form and payment, an e-mail stating the name and address of the hotel assigned was sent.

Hotel vouchers were delivered on May 15, 2010.

The two nights deposit paid in advance will be deducted from the hotel bill and the balance due must be paid directly at the hotel reception. The hotel will provide final invoices.

Any change or cancellation of a reservation must be made to Mundiconvenius and not directly to the hotel.

Refunds in case of cancellation are as follows:

Before April 30, 2010 the hotel deposit is refunded in full minus the bank and administration fee of 20 EUR.

No refunds will be made after this date.

Refunds will always be made after the Colloquium.

In the case of no show the room will be cancelled automatically without refund as per the cancellation conditions.

In the event of a reduction in the hotel reservation period, after April 30, 2010 or during the Colloquium, the hotel reserves the right to charge all nights initially booked.



HOTELS NEAR TO THE VENUE

Dom Pedro Palace Hotel 5*

Av. Eng.º Duarte Pacheco 24
1070-109 Lisboa – Portugal
Tel: +(351) 21 389 66 36
Single room: 140€ Double room: 150€

SANA Malhoa 4* (Colloquium venue)

Av. José Malhoa 8
1099-089 Lisboa
Tel: +351 210 061 803
Single room: 85€ Double room: 95€

Novotel Lisboa Hotel 4* (Colloquium venue)

Av. José Malhoa 1 1A
1099-051 Lisboa
Tel: +(351) 21 724 48 00
Single room: 84€ Double room: 96€

Açores Lisboa Hotel 4*

Av. Columbano Bordalo Pinheiro 3
1070-060 Lisboa
Tel: +(351) 217 222 920
Single room: 67€ Double room: 75€

Olissipo Marquês de Sá Hotel 4*

Av. Miguel Bombarda 130
1050-167 Lisboa
Tel: +(351) 217 911 014
Single room: 70€ Double room: 70€

HOTELS NEAR TO THE CITY CENTER

Fontana Park Hotel 5*

Rua Engº Vieira da Silva
1050-105 Lisboa
Tel: +(351) 21 357 62 12
Single room: 120€ Double room: 135€

Marquês de Pombal Hotel 4*

Av. da Liberdade 243
1250-143 Lisboa
Tel: +(351) 213 197 900
Single room: 80€ Double room: 92€

Sana Lisboa Park Hotel 4*

Av. Fontes Pereira de Melo 8
1069-310 Lisboa
Tel: +(351) 210 064 300
Single Room: 85€ Double room: 95€

Dom Carlos Park Hotel 3*

Av. Duque de Loulé 121
1050-089 Lisboa
Tel: +(351) 213 512 590
Single room: 93€ Double room: 108€

Dom Carlos Liberty Hotel 3*

Rua Alexandre Herculano 13
1050-005 Lisboa
Tel: +(351) 213 173 570
Single room: 93€ Double room: 108€

America Diamond's Hotel 3*

R. Tomás Ribeiro 47
1050-226 Lisboa
Tel: +(351) 213 521 177
Single room: 60€ Double room: 70€

All prices are per room/night in Euros
VAT of 5% and breakfast are included

USEFUL INFORMATION A-Z

ATTENDANCE CERTIFICATE

An attendance certificate is included in the Colloquium packages. Participants registered on site will receive the certificate by e-mail.

ATMS

(CASH DISPENSING MACHINES)

ATMs are available at the venue Faculdade de Economia (floor 1) and at José Malhoa Avenue (next to SANA Malhoa Hotel and Novotel Hotel).

BADGES

Participants will receive their name badges at the registration desk and should ensure that these are worn (clearly visible) during all sessions, in lunch and coffee break areas and at all social events.

CREDIT CARDS

Major credit cards are accepted in most hotels, shops and restaurants.

CURRENCY

EURO (Portugal is a member of the European Monetary System).

CURRENCY EXCHANGE

This service is available at all banks, open to the public Monday through Friday, from 8:30 to 15:00.

It is also available at currency exchange shops as well as in the main hotels and travel agencies.

ELECTRIC CURRENT

The Portuguese standard is the European type 2 pin socket with 220 volts AC at 50 cycles.

The phase 380 volt current is normally available in meeting rooms and exhibition halls.

HEALTH REQUIREMENTS

With the exception of vaccination certificates for persons coming from areas where yellow fever is endemic there are no special health requirements.

HOTEL CHECK IN/OUT POLICY

Normal check in time at hotels is 15.00. The established check out time is 12.00. Should you need guaranteed occupancy before 13.00 on the day of your arrival, you are advised to book the previous night.

LOST AND FOUND

A lost and found service will be available at the Registration Desk.

MEDICAL CARE

Clinics and hospitals provide 24 hrs emergency services. The national emergency phone number is 112. Hotels have a doctor on call through the reception. Reciprocal EC coverage is available at out-patient departments. Private consultation fees are charged.

MESSAGES AND CHANGES IN THE PROGRAM

Program changes and personal messages will be displayed on the flip chart next to the Colloquium desk.

RECEIPT

All the receipts have been sent by e-mail prior to the Colloquium.

SALES TAX

Sales tax (VAT) is included in prices quoted. For non EU residents, tax free shopping is available in many shops and provides significant savings.

SHOPPING

Fine leather goods, lead crystal ware, porcelain, vintage wines, golden and silver filigree, pottery and textiles are considered excellent buys in Portugal.

The pedestrian streets of the city centre, “a Baixa”, bordered by the magnificent Praça do Comércio, facing the River Tejo, and the “Chiado” area leading to Bairro Alto, are popular shopping areas.

Shops are open from 09h00 to 13h00 and 15h00 to 19h00 Monday to Friday, and 09h00 to 13h00 on Saturdays. Major shopping malls are open from 10h00 to 23h00, including weekends.

The main shopping centres are Colombo, Amoreiras, Vasco da Gama and the Atrium Saldanha, all with easy access by underground network (metro).

SMOKING

The Portuguese law does not permit smoking in any public transport or in any closed public areas. Some restaurants, bars and discos may have a designated smoking area.

TIPPING

Tipping is optional, but 10% is the regular practice in taxis, restaurants and bars.

TRANSPORTATION

Lisbon International Airport
Alameda das Comunidades Portuguesas
1700-007 Lisboa
Phone: (+351) 218 413 500
Fax: (+351) 218 413 675
www.ana.pt

GETTING TO THE CITY CENTRE FROM THE AIRPORT BY BUS

Listed below are the bus route numbers with the respective names of their “end of the line” terminals.

BUS N.º 5:

Estação do Oriente / Aeroporto / Areeiro

BUS N.º 22:

Portela / Aeroporto / Marquês de Pombal

BUS N.º 44:

Moscavide / Aeroporto / Cais do Sodré

BUS N.º 83:

Portela / Aeroporto / Amoreiras

A one way BUS ticket costs around €1.40 and can be purchased from the driver as you board.

BUS N.º 91 (Aerobus) – makes the run between Lisbon Airport and the city centre (Cais do Sodré). Service begins at 07h45 and ends at 20h15. Buses pass every 20 minutes. A Ticket for all-day travel costs around €3.40.

We suggest that you get on the underground (metro) at Marques de Pombal and get off at the São Sebastião station (Blue Line). From there you can walk to UNL Campus (5-10 min).

GETTING TO CITY CENTRE BY UNDERGROUND (METRO)

Although there is no direct connection from the airport, the nearest metro stations are 15 minutes away by bus via Gare do Oriente (Red Line) or Areeiro Stations (Green Line). The single Metro ticket is around €0.80.

The closest metro station to the venue is São Sebastião (Blue Line).

GETTING TO THE CITY CENTRE FROM THE AIRPORT BY TAXI

There are two taxi stands within the perimeter of the airport, one at arrivals and the other one at departures.

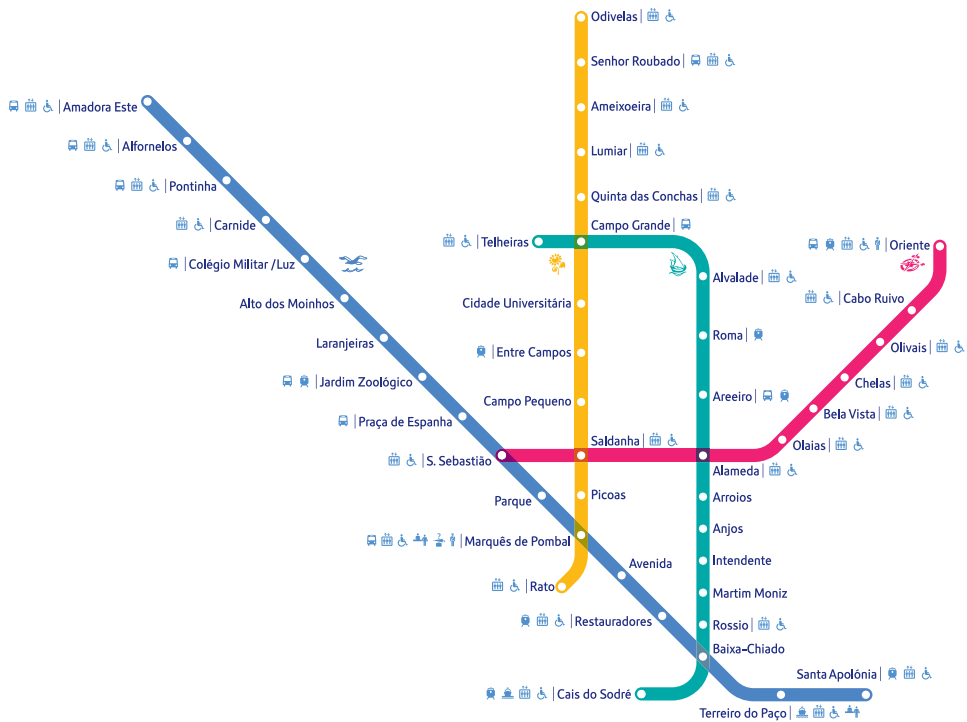
The fare on the taxi meter starts at €2.00 from 06h00 to 21h00) and €2.50 from 21h00 to 06h00. There is an additional charge of 20% for services on Weekends and holidays and an additional charge for baggage. Further information can be obtained at Tourism Information Counter in the airport's Arrivals Hall.

VALUE ADDED TAX (VAT)

VAT is charged at the official rate prevailing at the time of invoice. Neither the Organizers nor Mundiconvenius accepts responsibility for any changes, which may occur due to an official increase in VAT.

DISCLAIMER

For any reason beyond their control, the 26th EGOS Colloquium organizers have the right to cancel or change, without prior notice, the Colloquium, events or schedules or other items related directly or indirectly to the Colloquium. The Organizers and Mundiconvenius will not be liable for any loss, damage, expenditure or inconvenience caused to participants and their belongings either during or as a result of the Colloquium or as a result of such alteration or cancellation.





Pre-Colloquium Meetings

Pre-Colloquium Workshops

PhD

Pre-Colloquium Workshop

June 28 – 30, 2010

CENTRO DIGITAL, ROOM ASIA

CONVENORS:

Silviya Svejenova, ESADE, Spain
Stefan Meisiek, Universidade Nova de Lisboa, Portugal

FACULTY:

Haldor Byrkjeflot
University of Bergen, Norway
Peer Fiss
University of Southern California, USA
Candace Jones
Boston College, USA
Arie Lewin
Duke University, USA
Ignasi Marti-Lanuza
EM Lyon, France
Renate Meyer
WU Wirtschaftsuniversität Wien, Austria
Gerardo Patriotta
Nottingham University, UK
David Seidl
University of Zurich, Switzerland
Eero Vaara
Hanken School of Economics, Finland
David Wilson
University of Warwick, UK

MONDAY, JUNE 28

15.00-16.30 Registration
16.30-18.00 Introduction to the PhD Workshop (Silviya Svejenova & Stefan Meisiek)
18.00-19.00 Introductory joint session with Post-Doctoral Workshop
The Art of Organization Theory (D. Barry)
19.30-21.00 Welcome Party

TUESDAY, JUNE 29

9.00-10.30 Collaborative Research (Renate Meyer and David Seidl)
10.30-11.00 Coffee break
11.00-12.30 Reviewing for Academic Journals (Eero Vaara & David Wilson)
12.30-13.30 Lunch
13.30-16.00 Discussion of participants' research proposals
Feedback Groups (Haldor Byrkjeflot, Peer Fiss, Candace Jones, Arie Lewin, Renate Meyer, Stefan Meisiek, David Seidl)
16.00-16.30 Coffee break
16.30-18.00 How to get published in international journals: The Editor's perspective (Arie Lewin, Founding Editor of Organization Science, Former Editor in Chief of the Journal of International Business Studies)
20.00-23.00 Dinner
Joint with Post-Doctoral Workshop

WEDNESDAY, JUNE 30

9.00-10.30 Integrating qualitative narrative and quantitative data for knowledge contribution (Candace Jones)
10.30-11.00 Coffee Break
11.00-12.30 Using quantitative tools for qualitative data (Peer Fiss)
12.30-13.30 Lunch
13.30-14.45 Having a successful career: getting a job and getting started (Peer Fiss, Ignasi Marti-Lanuza, Gerardo Patriotta)
14.45-15.00 Take-aways and closing (Stefan Meisiek & Silviya Svejenova)

Pre-Colloquium Workshops

Junior Faculty Pre-Colloquium Workshop

June 28 – 30, 2010

PALACETE, AZULEJOS

FACULTY:

Julia Balogun

Lancaster University

Leslie DeChurch

University of Central Florida

Nicolette van Gestel

Nijmegen School of Management

Vincent Mangematin

Grenoble Ecole de Management

Stefan Meisiek

Universidade Nova de Lisboa

David Seidl

University of Zurich

Christine Teelken

Vrije Universiteit Amsterdam

David Wilson

Warwick Business School

MONDAY, JUNE 28

15.00-16.30 Registration

16.30-18.00 Introduction to the Junior Faculty Workshop (Stefan Meisiek, Christine Teelken, Vincent Mangematin)

The publication game (D. Wilson)

18.00-19.00 Introductory joint session with Post-Doctoral Workshop

The Art of Organization Theory (D. Barry)

19.30-21.00 Welcome Party

TUESDAY, JUNE 29

9.00-10.30 Introduction to the experimentation method by L. DeChurch

10.30-11.00 Coffee break

11.00-12.30 Group work (By 4-5. Each participant is asked to present the work of someone of his/her group. 1h30/paper)

12.30-13.30 Lunch

13.30-16.30 Writing from and publishing qualitative research by J. Balogun and D. Seidl

16.30-17.00 Coffee break

17.00-19.00 Group work (2 papers)

20.00-23.00 Dinner

Joint with PhD Workshop

WEDNESDAY, JUNE 30

9.00-10.30 Group work (1 paper)

10.30-11.00 Coffee Break

11.00-12.30 Group work (1 paper or reviewing feedback and discussion given by the convenor)

12.30-13.30 Lunch

13.30-15.00 Strategy as practice: recent developments by D. Seidl and J. Balogun

Group works convened by Julia Balogun, Nicolette van Gestel, Vincent Mangematin, Stefan Meisiek, Christine Teelken

Pre-Colloquium Workshops

Workshop on the Art of Academic Reviewing

WEDNESDAY, JUNE 30, 9:30-12:00
CENTRO DIGITAL, ROOM AMERICA

Academic writing and publishing have received a great deal of attention in recent years, but this is not the case with reviewing for academic journals. This is unfortunate since reviewing is an essential element in research and publication processes in social sciences in general and in organization studies in particular. Reviewers act as referees and gatekeepers, and frequently determine the outcome of decision processes. Moreover, reviewers often play a crucial role in developing theoretical ideas and improving empirical analyses. Acting as a reviewer is a key part of being part of a scholarly community and network of colleagues. It involves opportunities to influence scientific discussions and their future directions, but also obligations and responsibilities in terms of quality control, fairness, and ability to see the potential in new ideas. For the third time, EGOS provides a pre-conference workshop that focuses on the practice of academic reviewing on WEDNESDAY, JUNE 30, 2010, from 9.00 AM-12.00 PM. This workshop is primarily

intended for scholars in post-doc or more advanced stages of their scholars. The workshop consists of two parts: focused presentations of journal editors and leading scholars, and group discussions on specific topics. This workshop ends with a working lunch.

Professor Eero Vaara (eero.vaara@hanken.fi) and Professor David Wilson (david.wilson@wbs.ac.uk) act as coordinators of this workshop, and will be happy to provide additional information on the workshop plans.

We are fortunate to have Professor Joep Cornelissen (General Editor for the Journal of Management Studies), Professor David Courpasson (Editor-in-Chief for Organization Studies), Professor Tomi Laamanen (Associate Editor for the Strategic Management Journal), Professor Roy Suddaby (Associate Editor for the Academy of Management Review), Robyn Thomas (Editor for Organization) and other key experts with us.

Other Pre-Colloquium Meetings

WEDNESDAY, JUNE 30

PALACETE

EDITORIAL BOARD MEETINGS			
EVENT	CONTACT	WHEN	ROOM
JOURNAL OF MANAGEMENT STUDIES	JOEP CORNELISSEN	WED 14:30 - 15:30	ESPELHOS
ORGANIZATION STUDIES	DAVID COURPASSON	WED 16:00 - 17:15	AZULEJOS
ORGANIZATION	PAUL PARKER	WED 15:15 - 19:15	ESPELHOS

EGOS BOARD MEETING	
WHEN	ROOM
WED 17:00-19:00	BREAKFAST ROOM
SAT 14:00-16:00	BREAKFAST ROOM

Colloquium Timetable

WEDNESDAY, JUNE 30		LOCATION
15:00-20:00	Registration	Registration desks
THURSDAY, JULY 1		LOCATION
08:00-16:30	Registration	Registration desks
09:00-10:30	Sub-themes session I	All buildings
10:30-11:00	Coffee break	All buildings
11:00-12:30	Sub-themes session II	All buildings
12:30-14:00	Lunch	Designated lunch areas
14:00-15:30	Sub-themes session III	All buildings
15:30-16:00	'Meet the editor' sessions	
	Academy of Management Review	Fac. de Economia: Room 217
	Journal of Management Studies	Fac. de Economia: Room 241
	M@n@gement	Fac. de Economia: Room 118
	Management Learning	Fac. de Economia: Room 143
	Management Research	Fac. de Economia: Room 117
	Organization	Fac. de Economia: Room 144
	Organization Science	Fac. de Economia: Room 219
	Organization Studies	Fac. de Economia: Room 119
	Strategic Management Journal	Fac. de Economia: Room 240
17:00-19:00	Opening Ceremony	Lisbon Coliseum
	Welcome address: Miguel Pina e Cunha (Chair of the Organizing Committee)	
	Welcome address: Eero Vaara (Chair of EGOS)	
	Welcome address: José Machado (Dean of the Faculty of Economics - UNL)	
	Portuguese Guitars	
	Keynote speech 1: Stewart Clegg	
	Fado performance by António Zambujo	
	Keynote speech 2: John Meyer	
	Fado performance by Filipa Cardoso	
20:00-22:30	Organization Studies Dinner	Tágide Restaurant
20:30-22:30	Convenors' Dinner	Terrace Restaurant/ Tivoli Lisboa Hotel

FRIDAY, JULY 2		LOCATION
09:00-10:30	Sub-themes session IV	All buildings
10:30-11:00	Coffee break	All buildings
11:00-12:30	Sub-themes session V	All buildings
12:30-14:00	Lunch	Designated lunch areas
14:00-15:30	Sub-plenary sessions	
	Comparative Studies of Economic Organization	A223
	Organizational Network Research	A102
	Action Research	A224
	Practice Based Studies of Knowledge and Innovation in the Workplace	A120
16:00-18:30	EGOS Award ceremony	Reitoria building
	Keynote 1: Mary Crossan	Reitoria building
	Keynote 2: Susan Schneider	Reitoria building
	EGOS Awards	Reitoria building
	EGOS Business Meeting	Reitoria building
18:30-20:00	Organization Studies Advisory Board meeting	Reitoria building
20:30-22:30	EGOS dinner and party	Kais Restaurant
SATURDAY, JULY 3		LOCATION
09:00-10:30	Sub-themes session VI	All buildings
10:30-11:00	Coffee break	All buildings
11:00-12:30	Sub-themes session VII	All buildings
12:30-12:45	Closing of the Colloquium	A14
12:30-14:00	Lunch	Fac. de Economia
14:00-16:00	EGOS Board Meeting	Palacete: Breakfast room



General Theme

Waves of Globalization: Repetition and difference in organizing over time and space

Globalization is the buzzword of the new millennium. Its presence can be felt in everyday life; its forces strain established orders, opening new possibilities for global organizations. We appear to be the witnesses of something entirely new. History, however, seems to move in circles that resemble previous ones. Globalization is no exception. Some authors refer to current events as the third wave of globalization. The first wave started in the 15th century, the Age of Discovery, with Portugal and Spain playing major roles. The second wave came in the early 19th century and lasted until World War I. The driving force of this period was the United Kingdom and it resulted in the increased relevance of the North Atlantic. The third wave of globalization began with the aftermath of World War II, and it has got a new form during the past two decades. It sees the world's economic center moving eastward, with China and India gaining in size and importance.

What is interesting about these – or even alternative – views of globalization is the fact that what appears as a new and irresistible force of social change, may actually be a new form of a recurrent historical process, in which organizations (be they the kingdoms, or trading companies of the past, or the multinationals of today's modern world) play a substantial role.

Giddens, Bauman, Castells and others forayed into globalization's impact on people and their interactions, and their theories continue to inspire organizational scholars in their quest to uncover the dynamics and undercurrents of the third wave. They argue that globalization reveals itself in how organizing happens today, be it in leadership, innovation, global teams, born global ventures, business ethics, or new organizational designs. This is, in our opinion, why we need to continue to study globalization in its organizational aspects and implications.

Keynote Speakers

Flows of Globalizing

STEWART CLEGG

The paper will briefly discuss the merits of thinking about globalizing as opposed to globalization before settling on globalizing as a more appropriate terms for analysis. Globalizing in the contemporary world will be considered as a process organized through four major flows: financial, procurement, labour and communication flows. As a result of recent developments in financial flows, a threefold crisis can be discerned: a crisis of dense weakly coupled networks; a crisis in the project of global convergence, and a crisis resulting from contradictory centripetal and centrifugal pressures producing a paradox of liquidity. Not everything that is solid melts into liquid flows in present times: states retain a degree of solidity as islands in the flow of liquidity. It is, especially, the organizational responses of states, that will be the increasing drivers of divergence in the current conjuncture. The paradoxical result of the extreme financialization of financial flows has been to weaken both markets and states in the neo-liberal arenas of globalization. Coupled with but outside of these arenas, the role of China is of particular interest. No state is more pervasive or powerful than the People's Republic of China. The economic ascent of China should serve as an inducement to reconnect with the great issues of civilization, culture and economic development initially founded in our field in the works of Max Weber, but, for reasons that are outlined, the paper is somewhat sceptical about this occurring.

STEWART CLEGG

is Research Professor at the University of Technology, Sydney, and Director of the Centre for Management and Organization Studies Research and a Visiting Professor at EM-Lyon, Universidade Nova de Lisboa, and Copenhagen Business School.

Keynote Speakers

Organizational Learning Triumph, Trials and Tribulations

MARY M. CROSSAN

Organizational Learning has prospered as a fairly diverse and eclectic field over many decades, yet there are many unanswered questions and broken trails in which the connections to organizational learning have been lost. We will explore some of the successes of the field and consider also the inherent challenges. Ultimately, we hope to employ insights from our own field to consider learning opportunities.

MARY CROSSAN

is a Professor of Strategic Management at the Richard Ivey School of Business at the University of Western Ontario. She is the Director of the Leading Cross-Enterprise Research Centre. Her 1999 Academy of Management Review article "An Organizational Learning Framework: From Intuition to Institution" won AMR's "Best Paper of the Decade Award" recognizing the article that received the most citations during the past 10 years.

Keynote Speakers

Implications of Cultural Rationalization for Organizations

JOHN W. MEYER

Modern organizations float in a sea of taken-for-granted, but rapidly changing, cultural material. And they change with changes in these cultural assumptions. Organizational researchers, attending closely to organizational 'actors,' tend also to take the cultural context for granted, and thus lose the capacity to understand long-run change. The organizational implications of major modern cultural changes - widespread scientization, and the expansion of education - are analyzed."

JOHN W. MEYER

is Professor of Sociology, emeritus, at Stanford. He has contributed to organizational theory and the sociology of education, developing sociological institutional theories. Since the late 1970s, he has studied the impact of global society on national societies (e.g., *Weltkultur: Wie die westlichen Prinzipien die Welt durchdringen*, Suhrkamp, 2005; or G. Kruecken and G. Drori, eds.: *World Society: The Writings of John W. Meyer*, Oxford 2009). A collaborative study is on worldwide science and its national impacts (Drori, et al., *Science in the Modern World Polity*, Stanford, 2003). A more recent collaborative project is on the impact of globalization on organizational structures (Drori et al., eds., *Globalization and Organization*, Oxford 2006). He now studies the rise of the world human rights regime, and world curricula of mass and higher education.

Keynote Speakers

Globalization: On Being Different

SUSAN S. SCHNEIDER

While globalization may create pressures for convergence, we have not yet arrived at the “global village” envisioned by Marshall McLuhan. Indeed, pressures for convergence may trigger powerful reactions to preserve identity and autonomy. In many places, rather than homogenization we are witnessing splintering and fragmentation. Forces of globalization bring together people who are different. And whatever the difference, confronting “the other” appears to be problematic. Therefore, we need to understand what it means to be different, what are the concerns in confronting the other, and how can interaction with different others truly enrich our lives and our world.

SUSAN C. SCHNEIDER

is Professor of Human Resource Management at HEC University of Geneva, SWITZERLAND. Her book (with J.L. Barsoux), *Managing Across Cultures*, (2003, 2nd edition, Financial Times/Pearson, with translations in French, Dutch, and Chinese) has been adopted by many universities and businesses. Her research interests focus on cross cultural management, diversity and social responsibility. Prior to her academic career, Dr. Schneider worked as a clinician and clinical director for several mental health care programs in New York. Dr. Schneider has a Ph.D. in clinical psychology from Adelphi University (New York, USA) and a postdoctoral degree (APC) in organization analysis from New York University Graduate School of Business (New York, USA).



Sub-Plenary Sessions for closing Standing Work Groups

Every few years a new set of Standing Work Groups appears as others fold back into regular sub-themes. This year four Standing Work Groups end their tenure. Through their journey they have developed a strong community, had insightful discussions on some of their core topics and generated a number of insights whose value extends to many other fields of management and organizational research. Join one of the four sub-plenary sessions to hear the leaders of the closing Standing Work Groups look back on their experience and share with EGOS tidings and findings from Comparative Studies of Economic Organization, Organizational Network Research, Action Research, and Practice Based Studies of Knowledge and Innovation in the Workplace.

“Meet the editor”

Thursday, July 1, 2010, 15:30

ACADEMY OF MANAGEMENT REVIEW

Roy Suddaby

LOCATION: FACULDADE DE ECONOMIA, ROOM 217

Roy Suddaby, Associate Editor of the Academy of Management Review, will discuss the current editorial focus of the journal, briefly review the current performance statistics of the journal (i.e. submissions/revision invitations/acceptances), current initiatives and ways to improve your chances of acceptance.

JOURNAL OF MANAGEMENT STUDIES

Joep Cornelissen

LOCATION: FACULDADE DE ECONOMIA, ROOM 241

In this session, we will discuss ways in which the theory development of a manuscript can be framed and positioned vis-à-vis certain audiences and with a particular base literature or set of literatures in mind.

We will start by discussing alternative framing designs. Within small groups, we'll then try these out on participants' papers and end with an interactive discussion on the topic. The general objective of the session is to make participants' aware of these framing choices, in such a way that it may benefit their own paper writing.

M@N@GEMENT

Emmanuel Josserand

LOCATION: FACULDADE DE ECONOMIA, ROOM 118

Exploring the plurality of pluralism in M@n@gement.

M@n@gement invites you to a swift debate on the plurality of pluralism to enrich the “meet the editors” sessions of EGOS. Pluralism can be associated with the benefits of diversity or the setbacks of a lack of unity. Diversity brings a variety of perspectives that should lead to creativity, learning or innovation. However, diversity also contradicts the myth of unity generally associated with managerial practices and possibly leads to discord. The concept of pluralism is a theoretical tease that will only be useful for management if we use it to illuminate specific practical situations using adequate methodological designs. We will discuss the concept, its practical implications and the future of research on plurality with Ann Langley (HEC Montréal), Marianne W. Lewis (University of Cincinnati), and Paula Jarzabkowski (Aston Business School). The discussion, split up in short questions to the panel, will last forty minutes. The conversation can be extended informally with speakers and M@n@gement editors around complimentary refreshments. Stewart Clegg (University of Technology, Sydney), Emmanuel Josserand (University of Geneva), Philippe Monin (EM Lyon) and Linda Rouleau (HEC Montréal) will be there to discuss the topic of plurality, but also to answer your questions about the journal.

MANAGEMENT LEARNING

Davide Nicolini

LOCATION: FACULDADE DE ECONOMIA, ROOM 143

Associate Editor Davide Nicolini (Warwick Business School) will meet past authors, current reviewers, and future contributors and introduce the new Editorial Team of Management Learning. Using a short presentation that we plan to repeat a few times over the course of the session, we will clarify the current editorial focus of the journal and what type of contribution we would welcome in the future. After the short presentation we will be happy to answer questions regarding the submission and publication in the journal.

MANAGEMENT RESEARCH

Rita Campos e Cunha

LOCATION: FACULDADE DE ECONOMIA, ROOM 117

Rita Campos e Cunha, Editor of Management Research, the Journal of the Iberoamerican Academy of Management, will discuss the editorial focus of the journal, as well as some of its the idiosyncratic characteristics, such as the submission and review process. Ways to improve your chances of acceptance will be discussed in the presentation, and questions are more than welcome.

ORGANIZATION

Martin Parker & Robyn Thomas

LOCATION: FACULDADE DE ECONOMIA, ROOM 144

Martin Parker (University of Leicester, UK) and Robyn Thomas (University of Cardiff, UK), joint Editors-in-Chief of Organization, The Critical Journal of Organization, Theory and Society, will discuss the ethos of the journal. It was established in 1994, is published by Sage, and is a journal driven by political and theoretical concerns.

Though we are doing well on impact and submissions, we are mainly interested in your papers if you are not primarily concerned with impact factors, and more concerned with getting an audience for your ideas. In our opinion, the rankings given to journals, and their implication within systems of career, promotions and publishers profits, are deeply worrying, and we will talk about this at this session.

We will also discuss the internationalisation of the journal, our current list of special issues, and answer questions relating to the suitability of particular pieces for Organization.



ORGANIZATION SCIENCE

Tina Dacin

LOCATION: FACULDADE DE ECONOMIA, ROOM 219

Professor Tina Dacin is a Senior Editor of Organization Science, which is ranked among the top journals in management and is widely recognized in the fields of strategy, management, and organization theory.

Organization Science provides one umbrella for the publication of research from all over the world in fields such as organization theory, strategic management, sociology, economics, political science, history, information science, communication theory, and psychology.

ORGANIZATION STUDIES

David Courpasson

LOCATION: FACULDADE DE ECONOMIA, ROOM 119

Organization Studies would like to invite all its friends and readers to an informal get-together with the leading editorial team. Organization Studies is currently in its 30th year – and still one of the “smartest reads” in the field! Come and join us for a drink!

STRATEGIC MANAGEMENT JOURNAL

Tomi Laamanen

LOCATION: FACULDADE DE ECONOMIA, ROOM 240

The Strategic Management Journal has published several innovative, high impact articles that have had a major influence on how we think about strategic management. Its success has led to a large volume of incoming manuscripts making reviewers increasingly selective and the overall acceptance rate rather low. Therefore, researchers with riskier, more innovative ideas and research designs might not anymore see Strategic Management Journal as a realistic publication outlet for their work.

In this session, we will discuss how to improve your chances of success in publishing innovative, high impact research in the Strategic Management Journal. We will discuss the participants' own papers in small groups and conclude with a joint discussion on the general themes emerging from the group discussions.

Post-Colloquium Workshop

PhD Seminar

“Sociomateriality as a lens to study IT in organizations”

Andrea Carugati

JULY 3, 2010 / 14:00 - 17:00

FAC. DE ECONOMIA, ROOM 240

Over the years, research studies into the relationship between humans and information technology within organizations have generated important insights into the powerful consequences of technology in organizational life. But as they have often privileged one side or the other of the relationship, such studies have largely overlooked the ways in which people and tools are constitutively entangled. Sociomateriality is a novel lens that can provide valuable insights into the reciprocal and temporally emergent interactions of humans and technology, as these are realized in different contexts and over time. The seminar will illustrate through examples the results attainable through the sociomateriality lens and offer a forum to discuss the differences with other research lenses.

ANDREA CARUGATI

is associate professor at Aarhus School of Business in Aarhus, Denmark. Andrea Carugati's research focuses on information systems development and on the use of information technology in organizations. Andrea Carugati has published, among others, on the European Journal of Information Systems, Database for Advances in Information Systems, at the International Conference on Information Systems, and at the European Conference on Information Systems.

Conversation Café

Saturday, July 3, 16:00 - 17:00

We are trying something new for the EGOS 2010 colloquium in Lisbon. It is often sad that we meet in beautiful cities, but most of what we see is the university campus. To open the conference toward the city and to give opportunities for relaxed conversations, we like to organize a Conversation Café in the afternoon after the main conference has ended.

The idea is that you, if you like and have time, meet us for an hour at a beautiful and relaxing cafe or wine-bar in the old town to sit down and talk. Conversations hopefully circle around ideas, wine, cities and scholarly life in general. We hope that you might stay even after the hour and carry the conversation on, going to restaurants, bars or Fado clubs afterwards. But this is open to whoever comes.

To make sure that there is an anchor for conversation, we have asked a senior and a more junior scholar to be at the café at the designated hour.

It is a come-as-you-are event, but in order to reserve a table of adequate size, it would be great if you would let us know of your intention of joining us:
egos@fe.unl.pt

ROYALE CAFÉ

Largo Rafael Bordalo Pinheiro 29
www.royalecafe.com

Woody Powell

Stanford University

Stefan Meisiek

Universidade Nova de Lisboa

CAFÉ NO CHIADO

Largo do Picadeiro 10-12
www.cafenochiado.com

Stewart Clegg

University of Technology Sydney

Stefan Haefliger

ETH Zurich

CAFÉ FABULAS

Calçada Nova de São Francisco 14
www.fabulas.pt

Daved Barry

Universidade Nova de Lisboa

Peer Fiss

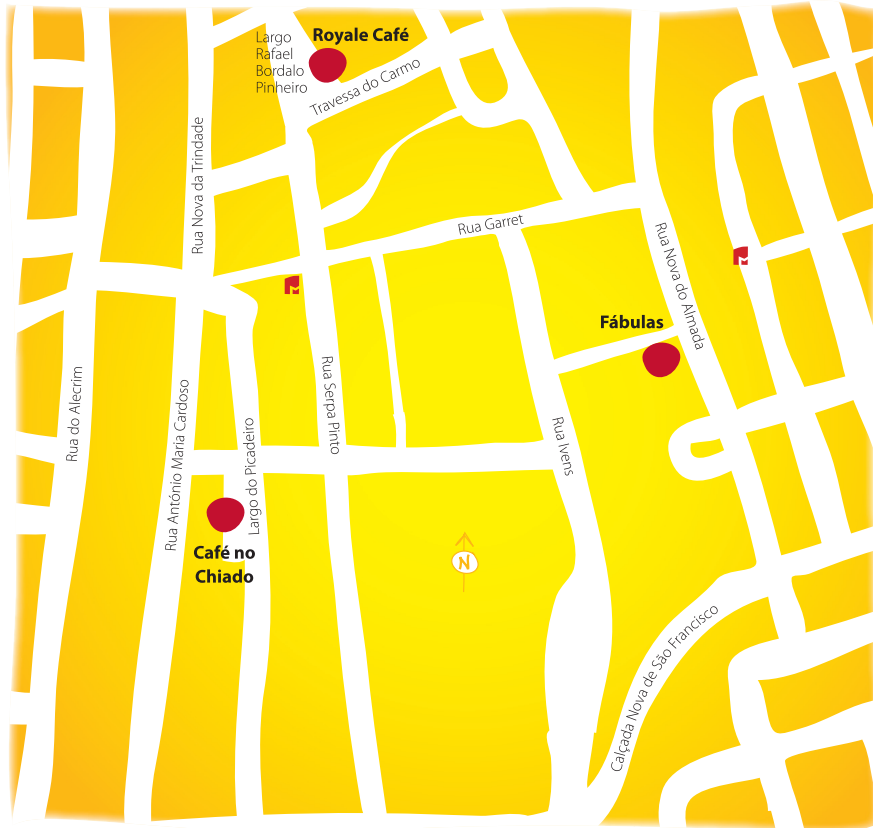
University of Southern California

How to get there by public transport:

Take the blue line from the conference site (Metro Stop: Sao Sebastiao) direction Santa Apolonia. Step off the train at Baixa/Chiado (5 stops) and exit the station direction "Largo do Chiado." Now it is only 200 meters to your Conversation Café.

Conversation Café

MAPA





Sub-Themes

List of sub-themes and their location

SUB-THEME	TITLE	BUILDING	ROOM / NAME
01 _{SWG}	INSTITUTIONAL CHANGE, ORGANIZATIONAL RESTRUCTURING AND NEW KINDS OF SOCIAL ACTORS IN A GLOBALIZING WORLD	FACULDADE DE ECONOMIA	SALAO NOBRE
02 _{SWG}	NEW DIRECTIONS IN ORGANIZATIONAL NETWORK THEORY AND RESEARCH	FACULDADE DE ECONOMIA	217
03 _{SWG}	PROFESSIONAL SERVICE ORGANIZATIONS AND KNOWLEDGE-INTENSIVE WORK	FACULDADE DE ECONOMIA	A223
04 _{SWG}	ACTION-RESEARCH AS A DISTINCTIVE APPROACH TO NEW DEVELOPMENTS IN A GLOBALIZED WORK LIFE	NOVOTEL	SALA LISBOA
05 _{SWG}	STRATEGY-AS-PRACTICE: INSTITUTIONS, STRATEGIZING ACTIVITIES AND PRACTICES	FACULDADE DE ECONOMIA	A 13
06 _{SWG}	ASSEMBLING GLOBAL AND LOCAL: PRACTICE-BASED STUDIES OF GLOBALIZATION IN ORGANIZATION	ISEGI	SALA 3
07 _{SWG}	ORGANIZING THE PUBLIC SECTOR: HOW CAN WE STRIKE THE RIGHT BALANCE BETWEEN GLOBALISM AND PAROCHIALISM?	FACULDADE DE ECONOMIA	219
08 _{SWG}	INSTITUTIONS AND KNOWLEDGE: SOURCES AND CONSEQUENCES	ISEGI	SALA 4
09	LEARNING TO BE GLOBAL: TOWARDS MORE EFFECTIVE GLOBAL SERVICES AND SERVICE FIRMS	SANA MALHOA	SALA BELEM VI
10	SOURCING KNOWLEDGE WORK GLOBALLY: THE DYNAMICS OF FIRM DECISIONS, INDUSTRY CHANGES, NATIONAL POLICIES, AND PROFESSIONAL CAREERS	ISEGI	SALA 2
11	ORGANIZATIONAL ETHNOGRAPHY: ASSESSING ITS IMPACT	FACULDADE DE ECONOMIA	241
12	WISDOM IN ORGANIZATIONS AND WISE ORGANIZING	FACULDADE DE ECONOMIA	244
13	SPACE IN INTERORGANIZATIONAL RELATIONS: PLACE, PROXIMITY, AND LOCALIZATION	SANA MALHOA	SALA BELEM II
14	NATIONAL CULTURE AND GLOBALIZATION: ARTICULATIONS AND INTERPLAY	CENTRO DIGITAL	ASIA

SUB-THEME	TITLE	BUILDING	ROOM / NAME
15	LEVERAGING THE SOCIOCULTURAL DYNAMICS IN ALLIANCES, MERGERS AND ACQUISITIONS	ISEGI	SALA 5
16	INVESTIGATING ORGANIZATION AS BECOMING IN A WORLD ON THE MOVE	CENTRO DIGITAL	EUROPE
17	ORGANIZING SLOW ANSWER(S)	FACULDADE DE DIREITO	AUDITORIO DIREITO
18	COORDINATION IN ACTION: PRACTICES OF COORDINATION AND THE COORDINATION OF ORGANIZATIONAL PRACTICES	FACULDADE DE ECONOMIA	A 14
19	INSTITUTIONS OF MANAGEMENT KNOWLEDGE: DEVELOPMENT AND ROLE	ISEGI	SALA 6
20	CREATIVE INDUSTRIES - PARADOXES AND TENSIONS BETWEEN LOCAL FORMATS AND GLOBAL STANDARDS	FACULDADE DE ECONOMIA	A224
21	MICROFOUNDATIONS OF INSTITUTIONS	ISEGI	AUDITORIO ISEGI
22	MANAGEMENT AND GLOCALIZATION: GLOBAL DISSEMINATION AND LOCAL ADAPTATION OF MANAGERIAL CONCEPTS	NOVOTEL	SALA BERLIM
23	ENERGIZING THE PARADOX PERSPECTIVE: A RESPONSE TO ORGANIZATIONAL TENSIONS	FACULDADE DE ECONOMIA	A 120
24	MARXIST STUDIES ON ORGANIZATION	FACULDADE DE ECONOMIA	A102
25	SURFING THE SEAS OF DIVERSITY	PALACETE	DINING HALL
26	CAREERS OVER TIME AND SPACE	SANA MALHOA	SALA BELEM IV
27	REPEATING, FORGETTING, SEARCHING FOR WHAT'S NEXT? EQUALITY, GENDER AND DIVERSITY IN ORGANIZATIONAL THEORY, ANALYSIS AND PRACTICE	FACULDADE DE ECONOMIA	118
28	ORGANIZING AND DISORGANIZING RESILIENCE IN THE GLOBALIZING CITY	SANA MALHOA	SALA BELEM VII

SUB-THEME	TITLE	BUILDING	ROOM / NAME
29	CAN FAIR LEADERSHIP MAKE A DIFFERENCE? ETHICS, INTEGRITY, ORGANIZATIONAL JUSTICE AND LEADERSHIP	SANA MALHOA	ESPELHOS
30	ENGLISHIZATION AND LANGUAGE DIVERSITY IN CONTEMPORARY ORGANIZATIONAL LIFE	PALACETE	MBA SMALL
31	IMPRINTS FROM THE PAST: ORGANIZATIONAL PATH DEPENDENCIES	FACULDADE DE ECONOMIA	143
32	DESIGN-DRIVEN INNOVATION: LINGUISTIC, SEMANTIC AND SYMBOLIC INNOVATIONS VS. TECHNOLOGICAL AND FUNCTIONAL INNOVATIONS	SANA MALHOA	SALA BELEM III
33	A GLOBAL AGENDA FOR STRATEGIC ORGANIZATIONAL LEARNING IN TURBULENT TIMES	FACULDADE DE ECONOMIA	240
34	THE SOCIAL SIDE OF CREATIVITY: NETWORKS, AUDIENCES AND REWARDS	FACULDADE DE ECONOMIA	30
35	ORGANIZATIONAL CHANGE, IDENTITY, AND LEGITIMATION	FACULDADE DE ECONOMIA	117
36	UNPACKING THE INNOVATION-PERFORMANCE LINK: CHALLENGES FOR ORGANIZATION RESEARCH	FACULDADE DE ECONOMIA	31
37	NEGOTIATING THE TENSIONS BETWEEN GLOBAL AND LOCAL WORK, COMMUNICATION AND TECHNOLOGY PRACTICES IN A FLATTENING WORLD	CENTRO DIGITAL	AFRICA
38	INSTITUTIONS, CULTURE, AND MOVEMENTS	CENTRO DIGITAL	AMERICA
39	THE ORGANIZATION OF CONTEMPORARY WORK: CONTINUITY, REVISION OR CHANGE?	NOVOTEL	SALA BRUXELAS
40	FROM BUREAUCRATIC TO "POST-BUREAUCRATIC" IDENTITIES? EPOCHALISM, HYBRIDISATION AND THE POLITICS OF ORGANIZING	ISEGI	AUDITÓRIO PISO 0
41	THE ROLE OF LEADERSHIP, RESPONSIBILITY, AND ETHICS: BEHAVIORAL ISSUES OF IMPLEMENTING CSR	FACULDADE DE ECONOMIA	144
42	COMMUNITIES AND NETWORKS AS AN ORGANIZATIONAL FORM	FACULDADE DE ECONOMIA	119
43	OPEN TRACK I: ORGANIZATIONAL COMPLEXITIES AND ETHICAL HOLES IN A GLOBALIZED AND VIRTUAL WORLD	FACULDADE DE ECONOMIA	308

SUB-THEME	TITLE	BUILDING	ROOM / NAME
44	FROM OLD REPERTORIES OF POWER AND CONTENTION AT WORK TO NEW FORMS OF INSTITUTIONAL DOMINATION AND (UN)ORGANIZED	NOVOTEL	SALA MADRID
45	ENGINES OF INEQUALITY: ORGANIZATIONS AND STRATIFICATION IN THE NEW MILLENNIUM	NOVOTEL	SALA LONDRES
46	GLOBAL FEARS - LOCAL CONSEQUENCES: DISCOURSES, DISGUISES AND PRODUCTIVE CHANGE	PALACETE	AZULEJOS
47	OPEN TRACK II: CREATIVITY AND THE DYNAMICS OF COLLECTIVES AND INSTITUTIONS	FACULDADE DE ECONOMIA	306

Breakout rooms

SUB-THEME	DAY	BUILDING	ROOM / NAME
03 _{SWG}	SAT. JULY 3	PALACETE	LIBRARY 1, LIBRARY 2, GROUND FLOOR ROOM
05 _{SWG}	FRI. JULY 2	PALACETE	LIBRARY 1, LIBRARY 2, GROUND FLOOR ROOM, GROUND FLOOR BREAKOUT 1, GROUND FLOOR BREAKOUT 2
08 _{SWG}	FRI. JULY 2	PALACETE	BREAKFAST ROOM, MEETING ROOM
20	SAT. JULY 3	PALACETE	BREAKFAST ROOM, MEETING ROOM
23	SAT. JULY 3	PALACETE	ATTIC ROOM 1, ATTIC ROOM 2, GROUND FLOOR BREAKOUT 1, GROUND FLOOR BREAKOUT 2, GROUND FLOOR BREAKOUT 3
24	FRI. JULY 2 SAT. JULY 3	FACULDADE DE ECONOMIA	LIBRARY UPPER FLOOR
40	THU. JULY 1	FACULDADE DE ECONOMIA	LIBRARY UPPER FLOOR



**SUB-THEME
(SWG)**

01

Institutional Change, Organizational Restructuring and New Kinds of Social Actors in a Globalizing World

CONVENORS:

Glenn Morgan, Cardiff Business School,
UK, MorganGD1@cardiff.ac.uk
Marie-Laure Djelic, ESSEC, Paris, France,
djelic@essec.fr
Peer Hull Kristensen, Copenhagen Business
School, Denmark, phk.cbp@cbs.dk
Richard Whitley, Manchester Business
School, UK, r.whitley@mbs.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: Fac. de Economia, Salão Nobre
**INTERNATIONALISATION AND
INSTITUTIONS**

CHAIR: MARIE-LAURE DJELIC
Richard Whitley

INTERNATIONALISATION AND THE INSTI-
TUTIONAL STRUCTURING OF ECONOMIC
ORGANISATION: CHANGING AUTHORITY
RELATIONS IN THE 21ST CENTURY

Andrew Tylecote

TECHNOLOGICAL CHANGE AND INTERNA-
TIONAL INEQUALITY IN THE 21ST CENTURY
Peer Hull Kristensen and Glenn Morgan
THEORETICAL CONTEXTS AND CONCEPTUAL
FRAMES FOR THE STUDY OF 21ST CENTURY
CAPITALISMS

SESSION II:

THURSDAY, JULY 1, 11:00–12:30
Location: Fac. de Economia, Salão Nobre
**STANDARDISATION AND
TRANSNATIONAL GOVERNANCE**

CHAIR: GLENN MORGAN

Sigrid Quack and Marie-Laure Djelic
CROSS-BORDER GOVERNANCE THROUGH
STANDARDS SETTING – THE ROLE OF
INTERNATIONAL ORGANIZATIONS AND
TRANSNATIONAL COMMUNITIES

Kathrin Böhling
TRANSNATIONAL INSTITUTION-BUILDING
IN THE UNITED NATIONS
Juliane Reinecke, Stephan Manning and
Oliver von Hagen

EMERGING STANDARDS MARKETS:
MULTIPLICITY AND RECIPROCAL POSITION-
ING OF SUSTAINABILITY STANDARDS IN THE
GLOBAL COFFEE INDUSTRY

SESSION III:

THURSDAY, JULY 1, 14:00–15:30
Location: Fac. de Economia, Salão Nobre
FINANCE AND RESTRUCTURING 1

CHAIR: RICHARD WHITLEY

Grahame Thompson
WHAT IS HAPPENING TO CORPORATIONS
AND WHAT OF THEIR FUTURE?

Linda Brewster Stearns

MERGER MOVEMENTS AS AGENTS OF INSTITUTIONAL CHANGE: THE UNITED STATES EXPERIENCE

Douglas B. Fuller

IMPORTING INSTITUTIONS TO ENHANCE PERFORMANCE: HOW FOREIGN FINANCIAL INSTITUTIONS AMELIORATE INSTITUTIONAL DEFICIENCIES IN CHINA'S POLITICAL ECONOMY

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, Salão Nobre

FINANCE AND RESTRUCTURING 2

CHAIR: PEER HULL KRISTENSEN

Isabelle Huault and Hélène Rainelli-Le Montagner

THE CONNEXIONIST NATURE OF MODERN FINANCIAL MARKETS. CHALLENGES TO SOCIETY AND POSSIBLE OUTCOMES

Benjamin Taupin

INSTITUTIONAL MAINTENANCE AS A WORK OF JUSTIFICATION: THE CASE OF THE CREDIT RATING INDUSTRY

Afshin Mehrpouya

'TRANSPARENCY' AND THE SOVEREIGN WEALTH FUNDS. AN ANALYSIS OF THE EFFECT OF CONFLICTING INSTITUTIONAL LOGICS ON THE SOFT LAW DEVELOPMENT PROCESS AND OUTCOME

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, Salão Nobre

GOVERNMENTS AND GOVERNANCE

CHAIR: STEVE CASPER

Barbara Krug, Hans Hendrichske and

Nathan Betancourt

MARKET DESIGN IN CHINA:

BETWEEN GOVERNANCE AND GOVERNMENT

Timothy Morris and Namrata Malhotra

NEO-LIBERAL ECONOMIC SOLUTIONS AND

POLITICAL RISK: THE RESTRUCTURING OF THE

UK'S NUCLEAR WASTE INDUSTRY

Risto Tainio, Susan Meriläinen and

Jukka Mäkinen

GLOBALIZATION FROM THE FINNISH EXPERIENCE

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, Salão Nobre

TECHNOLOGICAL INNOVATION AND INSTITUTIONS 1

CHAIR: RISTO TAINIO

Steven Casper

SCIENCE, TECHNOLOGY AND INNOVATION WITHIN THE CALIFORNIA BIOTECHNOLOGY INDUSTRY

Eli Moen and Silja Korhonen-Sande

INSTITUTIONAL CHANGE: GLOBALISATION AND THE DEVELOPMENT OF DYNAMIC CAPABILITIES IN NORWEGIAN MANUFACTURING

Matthew Allen

DEVELOPING RENEWABLE ENERGY TECHNOLOGIES: THE IMPACT OF INSTITUTIONS

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Fac. de Economia, Salão Nobre

TECHNOLOGICAL INNOVATION AND INSTITUTIONS 2 - PLUS WRAP-UP

CHAIR: SIGRID QUACK

Jennifer L. Woolley

GOVERNING INSTITUTIONS AND THE EMERGENCE OF NASCENT TECHNOLOGIES: BUILDING A SYSTEM OF INNOVATION

Stéphane Guérard, Felix Werle and

David Seidl

INSTITUTIONAL CHANGE THROUGH FIELD

INTERACTION: THE CASE OF THE

TRANSNATIONAL ENVIRONMENTAL

MOVEMENT FOR CLIMATE CHANGE AND

THE AUTOMOTIVE INDUSTRY



**SUB-THEME
(SWG)**

02

New Directions in Organizational Network Theory and Research

CONVENORS:

David Knoke, Department of Sociology,
University of Minnesota, Minneapolis, USA,
knoke001@umn.edu

Amalya L. Oliver, Department of Sociol-
ogy and Anthropology, Hebrew University,
Jerusalem, Israel, amalyao@gmail.com

Patrick N. Kenis, Department of Orga-
nization Studies & TiasNimbas Business
School, Tilburg University, Tilburg, The
Netherlands, p.kenis@gmail.com

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Fac. de Economia, room 217

WELCOME

CHAIR: DAVID KNOKE AND

AMALYA L. OLIVER

David Stark

KEYNOTE ADDRESS

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Fac. de Economia, room 217

**RELATIONAL FORMATION AND
MULTIPLEXITY**

CHAIR: DAVID KNOKE

Andrew V. Shipilov, Stan Xiao Li
and Heinrich R. Greve

TOWARDS THE RELATIONAL MULTIPLEXITY
PERSPECTIVE ON INTER-FIRM NETWORKS

Yi-Ju Lo

NETWORK ATTRIBUTE, REPEATED
COLLABORATION, AND FIRM PERFORMANCE

Pooya Tavakoly and Nikolaus Beck

MACROECONOMIC UNCERTAINTY AND IN-
TERORGANIZATIONAL NETWORKS: ALLIANCE
FORMATION AND PARTNER SELECTION

Thierry Weil, Philippe Lefebvre,
Frédérique Pallez, Anna Glaser,
Emilie-Pauline Gallié and Valérie Mérindol

WHY ARE GOOD COMPARATIVE STUDIES OF
NETWORKS SO RARE? PRACTICAL LESSONS
FROM A STUDY ON FRENCH CLUSTERS

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Fac. de Economia, room 217

WHOLE NETWORKS, HISTORY AND INNOVATION

CHAIR: AMALYA L. OLIVER

Andreas Al-Laham, Terry L. Amburgey
and Suleika BortADAPTING TO A CHANGING ORGANIZATION-
AL FIELD. FOUNDING PATTERNS AND CONSE-
QUENCES OF WHOLE NETWORKS

Victor (Hong) Cui and Ilan Vertinsky

"WILL YOU ACT LIKE WE HAVE NEVER
KISSED?" THE IMPACT OF ALLIANCE HISTORY
WITH CURRENT COMPETITORS ON INNOVA-
TION RACES IN THE U.S. PHARMACEUTICAL
INDUSTRY (1985-2004)Remzi Gözübüyük and Akbar Zaheer
INTERDEPENDENCE ACROSS NETWORKS:
BIOTECHNOLOGY INNOVATION THROUGH
SCIENTIFIC AND ALLIANCE NETWORKS
Yuval Kalish and Amalya L. OliverMULTIPLE LEARNING NETWORKS IN A
BIOTECHNOLOGY CONSORTIUM: BALANCING
KNOWLEDGE GENERATION AND PROTECTION
THROUGH NETWORK STRUCTURE
AND LEARNING DEPTH**SESSION IV:**

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 217

**INTRA-ORGANIZATIONAL SOCIAL
STRUCTURE AND SOCIAL CAPITAL**

CHAIR: DAVID KNOKE

François Collet and Duncan A. Robertson
NETWORK DYNAMICS IN A RISING SCIENTIFIC
MOVEMENT: THE CASE OF STRATEGIC
MANAGEMENT

Mark Ebers and Indre Maurer

ENHANCING EXPLORATORY INNOVATION: THE
ROLES OF EXTERNAL AND INTERNAL RELA-
TIONSHIPS, INTER-ORGANIZATIONAL KNOWL-
EDGE TRANSFER, AND ABSORPTIVE CAPACITY

Daniele Mascia and Americo Cicchetti

PHYSICIAN SOCIAL CAPITAL AND ADOPTION
OF EVIDENCE-BASED MEDICINE: EXPLORING
THE ROLE OF STRUCTURAL HOLES IN CLINI-
CAL BEHAVIORAL CHANGETsuyoshi Numagami, Masaru Karube,
Toshihiko Kato, Yuko Yamashita,
Hiroshi Watanabe, Wataru Uehara,
Masato Sasaki, Gen Fukutomi, Hiroyuki
Fukuchi and Yoshiki MurakamiFUNCTIONS AND DYSFUNCTIONS OF
INTRA-ORGANIZATIONAL NETWORKS IN
PROMOTING MARKET ORIENTATION**SESSION V:**

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 217

**COMMUNICATION, COMPETENCES
AND KNOWLEDGE**

CHAIR: AMALYA L. OLIVER

Steffen Blaschke, Dennis Schoeneborn
and David SeidlTURNING ORGANIZATIONS INSIDE OUT:
A NETWORK ANALYSIS OF ORGANIZATIONS
AS COMMUNICATIONSStephan Duschek and Frank Lerch
CO-OPERATIVE CORE COMPETENCES -
COMPARING THE GENERATION OF UNIQUE
NETWORK RESOURCES IN AIRPORT LOGISTICS,
OPTICS AND THE AUTOMOBILE INDUSTRY
IN GERMANYBülent Özel and Beyza Oba
MODELS OF KNOWLEDGE DIFFUSION IN
COLLABORATION NETWORKSKeith G. Provan, Scott F. Leischow,
Jonathan E. Beagles and Jessica Saul
KNOWLEDGE ADOPTION AND IMPLEMENTA-
TION BY ORGANIZATIONS IN A SMOKING
CESSATION NETWORK

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: Fac. de Economia, room 217

IDEATION AND IDENTITIES

CHAIR: DAVID KNOKE

Mario Losito

NETWORK DYNAMICS AND GROUP IDEATION
PERFORMANCEFrederik M. Metzger, Achim Oberg and
Thomas ArmbrüsterCOORDINATED INTERORGANIZATIONAL
NETWORKS: EMPIRICAL RESULTS ON
STRUCTURES, IDENTITIES, AND THEIR
CONTINGENCIESAlberto Monti, Massimo Bergami and
Gabriele MorandinTHE INTERPLAY BETWEEN SOCIAL NET-
WORKS AND ORGANIZATIONAL IDENTIFICA-
TION: A CONCEPTUAL EXAMINATION**SESSION VII:**

SATURDAY, JULY 3, 11:00–12:30

Location: Fac. de Economia, room 217

**TIES STRENGTH, SOCIAL
MOVEMENTS AND LEADERSHIP
IN NETWORKS**

CHAIR: AMALYA L. OLIVER

Marc Lecoutre and Pascal Lièvre

STUDYING “SOCIAL NETWORKING” TO
CLARIFY THE DISTINCTION BETWEEN
STRONG TIE AND WEAK TIE: THE NOTION
OF POTENTIALLY COOPERATIVE WEAK TIE
Jegoo LeeHOW DO SOCIAL INVESTORS EMERGE AS
LEADING ACTORS? SOCIAL MOVEMENT
STRATEGIES AND NETWORK CENTRALITY IN
SHAREHOLDER ACTIVISM

Gordon Müller-Seitz

OF HIERARCHICAL HETERARCHIES AND
HETERARCHICAL HIERARCHIES – A REVIEW,
SYNTHESIS AND OUTLOOK FOR FUTURE
RESEARCH ON STRATEGIC LEADERSHIP IN
INTERORGANIZATIONAL NETWORKSMark Ebers, Amalya L. Oliver and
David Knoke:

HAIL & FAREWELL

SUB-THEME
(SWG)

03

Professional Service
Organizations and
Knowledge-Intensive
Work

CONVENORS:

Celeste P.M. Wilderom, School of Management and Governance, University of Twente, The Netherlands, c.p.m.wilderom@utwente.nl
 Royston Greenwood, School of Business, University of Alberta, Edmonton, Canada, royston.greenwood@ualberta.ca
 Huseyin Leblebici, College of Business, University of Illinois, Champaign-Urbana, USA, hleblebi@illinois.edu

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Fac. de Economia, room A 223

INSTITUTIONAL LOGICS AND THE PROFESSIONALIZATION PROCESS

CHAIR: HUSEYIN LEBLEBICI

Alice Lam

ACADEMIC SCIENTISTS AT THE UNIVERSITY-INDUSTRY BOUNDARY: WHAT MOTIVATES THEM TO ENGAGE IN KNOWLEDGE COMMERCIALISATION?

Samantha Fairclough and Evelyn Micelotta

THE ITALIAN RESISTANCE: THE INFLUENCE OF INSTITUTIONAL LOGICS OF FAMILY ON NON-FAMILY FIRMS IN THE ITALIAN LEGAL MARKET

Conor J.T. Farrington, Michael Barrett and Eivor Oborn

THE STATE AS INSTITUTIONAL ENTREPRENEUR: 'TOP DOWN' PROFESSIONAL PROJECTS IN SOCIAL WORK AND NURSING

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Fac. de Economia, room A 223

LEADERSHIP AND MANAGERIAL CONTROL IN PROFESSIONAL SERVICE FIRMS

CHAIR: CELESTE P.M. WILDEROM

Sébastien Gand

ANALYZING AND COMPARING PROFESSIONAL SERVICE FIRMS OVER SERVICES, TIME AND SPACE. PROPOSITION OF A FOUNDATION FRAMEWORK

Andrea Toarniczky

GROWING PAINS AND GAINS: FRAMING IDENTITY DYNAMICS OF YOUNG PROFESSIONALS AS OPPORTUNITIES FOR COPING AND GROWTH

Laura Empson

NAVIGATING AMBIGUITY: LEADERSHIP PROCESSES IN PROFESSIONAL SERVICE FIRMS

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Fac. de Economia, room A 223

LEARNING AND KNOWLEDGE MANAGEMENT IN PROFESSIONAL SERVICE FIRMS

CHAIR: HUSEYIN LEBLEBICI

Jana Costas and Christopher Grey

VARIETIES OF SECRECY IN KNOWLEDGE-INTENSIVE ORGANIZATIONS

Georgina Caillard

POWER AND LEARNING IN PROFESSIONAL
COMMUNITIES OF PRACTICE

Irma Bogenrieder

PROFESSIONAL SERVICE FIRM AND
KNOWLEDGE MANAGEMENT: THE IMPACT
OF THE ACCOUNT MANAGEMENT SYSTEM

Anna Jonsson

SHARING KNOWLEDGE AMONGST
SPECIALISTS: AN ETHNOGRAPHIC STUDY IN A
PROFESSIONAL SERVICE ORGANIZATION

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room A 223

MANAGEMENT OF CLIENT RELATIONSHIP IN PROFESSIONAL SERVICE FIRMS

CHAIR: CELESTE P.M. WILDEROM

Natalia Nikolova

TRUST AS A 'LEAP OF FAITH': STRATEGIES
FOR ESTABLISHING POSITIVE EXPECTATIONS
AND 'SAFE DEPENDENCY' IN
CLIENT-CONSULTANT RELATIONSHIPS

Sara Louise Muhr and Andrea Whittle

THE POLITICAL ART OF MANAGEMENT
CONSULTING

Claudia Dossena and Alberto Francesconi

ONLINE REPUTATION OF PROFESSIONALS
AND THEIR PERFORMANCE IN WEBSITES
FOR CONTRACTOR MANAGEMENT

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room A 223

PROFESSIONAL CAREERS IN PROFESSIONAL SERVICE FIRMS

CHAIR: HUSEYIN LEBLEBICI

Zeynep Y. Yalabik, Nick Kinnie
and Juani Swart

INFLUENCES ON THE MULTIPLE FOCI OF COM-
MITMENT OF PROFESSIONAL SERVICE FIRM
EMPLOYEES

Martin L. Stolz, Stephan Kaiser
and Cornelia U. Reindl

WORK HARD - PARTY HARD! THE EFFECTS OF
WORK-LIFE BALANCE INITIATIVES FOR PROfes-
SIONALS. AN EMPIRICAL STUDY IN GERMAN
PROFESSIONAL SERVICE FIRMS

Frans Bévort

THE CHANGING PSYCHOLOGICAL
CONTRACT OF PROFESSIONAL SERVICE
FIRMS: EVIDENCE FROM A PROFESSIONAL
SERVICE FIRM ETHNOGRAPHY

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

PARALLEL STREAM: MACRO AND MICRO ASPECTS OF PROFESSION- AL SERVICE ORGANIZATIONS I

Location: Palacete, Library 1

PARALLEL STREAM A: INSTITU- TIONS AND INTERFIRM RELATIONS

CHAIR: HUSEYIN LEBLEBICI

Maximiliane Wilkesmann and
Uwe Wilkesmann

IGNORANCE - THE OTHER SIDE OF KNOWL-
EDGE IN PROFESSIONAL ORGANIZATIONS
Olivier Babeau

WHAT SPELLS "FAILURE" FOR MANAGEMENT
CONSULTING? TRYING TO BUILD A
DEFINITION OF MANAGEMENT CONSULTING
FIRM FAILURE

Stephanos Avakian

EXAMINING ASPECTS OF LEGITIMATION IN
THE CLIENT-CONSULTANT RELATIONSHIP

Location: Palacete, Ground Floor Room

**PARALLEL STREAM B:
DEFINITION AND
MANAGEMENT
OF KNOWLEDGE WORKERS**

CHAIR: CELESTE P.M. WILDEROM

Andrew Sturdy, Nick Wylie and
Christopher Wright

MANAGEMENT CONSULTANCY WITHOUT
CONSULTING FIRMS OR 'CONSULTANTS'
Maijastiina Rouhiainen-Neunhäuserer
MANAGERIAL CHALLENGES IN A
KNOWLEDGE-INTENSIVE ORGANIZATION -
INVESTIGATING LEADERSHIP COMMUNICA-
TION COMPETENCE IN A PROFESSIONAL
SERVICE ORGANIZATION
Tatiana E. Andreeva
WHO ARE "KNOWLEDGE WORKERS"?
A CRITICAL LITERATURE REVIEW AND SOME
IDEAS FOR CLARIFICATION OF THE CONCEPT

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

**PARALLEL STREAM: MACRO AND
MICRO ASPECTS OF PROFESSION-
AL SERVICE ORGANIZATIONS II**

Location: Palacete, Library 1

**PARALLEL STREAM A: MANAGE-
MENT, CONTROL AND PERFOR-
MANCE ASPECTS OF PSFS**

CHAIR: CELESTE P.M. WILDEROM

Kuok Kei Law and Andrew Chan

MANAGING PROFESSIONAL WORKERS -
BALANCING MOTIVATIONAL AND CONTROL
MEASURES FOR ENHANCING KNOWLEDGE
SHARING

Martina Gianecchini and Paolo Gubitta

THE ROLE OF ENTREPRENEUR'S HUMAN AND
RELATIONAL CAPITAL IN NEWLY FOUNDED
KNOWLEDGE INTENSIVE BUSINESS SERVICES

Frida Pemer

TURNING INTANGIBLES INTO TANGIBLES -
THE CONSTRUCTION OF QUALITY IN PUBLIC
PROCUREMENT OF MANAGEMENT CONSULT-
ING SERVICES

Location: Palacete, Ground Floor Room

**PARALLEL STREAM B:
PROFESSIONAL IDENTITIES
AND MOTIVATION IN PSFS**

CHAIR: HUSEYIN LEBLEBICI

Michael Mohe, Stephanie Birkner
and Jost Sieweke

AMBIGUITY TOLERANCE SCALE OF SERVICE
WORKERS: AFFECTED BY WORKING
EXPERIENCE?
Ellen Meissner
PROFESSIONAL IDENTITY IN TIMES OF
CHANGE - AN AUSTRALIAN STUDY ON
MIDDLE MANAGERS' CHALLENGES WITHIN
A CHANGING AGED CARE INDUSTRY
Jordi Trullén
THE ROLES OF IDENTIFICATION, LEGITI-
MACY AND PERCEIVED IMPACT IN SHAPING
RESPONSES TO QUALITY EVALUATIONS IN
UNIVERSITIES



**SUB-THEME
(SWG)**

04

Action-Research as a Distinctive Approach to New Developments in a Globalized Work Life

CONVENORS:

Marc Bonnet, ISEOR, University of Lyon 3,
France, bonnet@iseor.com
Olav Eikeland, University College of
Akershus, Norway, oleik@online.no
Oguz N. Baburoglu, Sabanci University in
Istanbul, Turkey, oguzb@aramasearch.com

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Novotel, Sala Lisboa

**VARIETY OF PATTERNS IN
ACTION-RESEARCH**

CHAIR: OGUZ N. BABUROGLU

Benedicte Brøgger

ACTION RESEARCH AND ANTHROPOLOGY -
UNDERSTANDING GLOBALIZATION

Henri Savall, Véronique Zardet,

Michel Péron and Marc Bonnet

COMPARISON BETWEEN "QUALIMETRICS
INTERVENTION-RESEARCH" AND OTHER
APPROACHES TO ACTION-RESEARCH

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Novotel, Sala Lisboa

**FROM REFLECTION TO ACTION
AND INTERVENTION**

CHAIR: MARC BONNET

Nina Amble

REFLECTION IN ACTION

Olav Eikeland

ACTION RESEARCH - APPLIED RESEARCH,
INTERVENTION RESEARCH, COLLABORATIVE
RESEARCH, OR NATIVE RESEARCH?

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Novotel, Sala Lisboa

**INNOVATION THROUGH
ACTION-RESEARCH**

CHAIR: OLAV EIKELAND

Geralyn Hynes, David Coghlan

and Mary McCarron

HETEROGLOT AND ACTION RESEARCH

Øyvind Pålshaugen

MANAGING INNOVATION BY MEANS OF
ORGANISATIONAL INNOVATIONS

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Novotel, Sala Lisboa

NETWORKS AND COMMUNITIES OF PRACTICE

CHAIR: BENEDICTE BRØGGER

Derek O'Byrne, Siobhan Harkin
and Paula Power

DEVELOPING PROFESSIONAL REFLECTIVE
PRACTICE ACROSS DIVERSE DISCIPLINES:
BUILDING A COMMUNITY OF PRACTICE
Marcos Bidart-Novaes, Walter Bataglia,
Ricardo Quadros Gouvea, Antonio Carlos
Lima Nogueira and Rubens Araujo Amaro

THE BASES OF ACTION-RESEARCH AND
OF ANTHONY GIDDENS' THOUGHT: BUILDING
BRIDGES BETWEEN THE INDIVIDUAL AND
THE SOCIAL AND BETWEEN THE LOCAL
AND THE GLOBAL

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Novotel, Sala Lisboa

SOCIAL ENTREPRENEURSHIP AND ORGANIZATIONAL DEVELOPMENT

CHAIR: MARCOS BIDART-NOVAES

Mathew R. Tasker, Linda B. Westberg and
Richard G. Seymour

ACTION RESEARCH IN SOCIAL
ENTREPRENEURSHIP. A FRAMEWORK
FOR INVOLVEMENT
Lars Klemsdal

GLOBAL MANAGERIAL IDEAS MEETING LOCAL
ACTION RESEARCH PROCESSES: CONSTITUTING
SPACE FOR PARTICIPATION IN ORGANIZATION-
AL DEVELOPMENT PROCESSES

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Novotel, Sala Lisboa

ETHICS IN ACTION-RESEARCH

CHAIR: MARC BONNET

Ellen-Marie Forsberg

ACTION RESEARCH AND PRACTICAL
ETHICS - WITH OR WITHOUT ETHICAL TOOLS?
François Ecoto and Nicole Barthe

THE PROMISE: CAN IT BE DONE (WITH) IN
BUSINESS?

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Novotel, Sala Lisboa

HYBRID MODELS OF ACTION-RESEARCHCHAIR: OGUZ N. BABUROGLU
AND OLAV EIKELANDA.B. (Rami) Shani, Stefano Cirella and
Marco Guerri

TOWARDS A HYBRID PROCESS MODEL OF
COLLABORATIVE MANAGEMENT RESEARCH
Oguz N. Baburoglu, Tunc T. Evcimen and
Ayla Altinkurt

TRIANGULATION OF COMMON, NOVEL
AND HOME GROUNDS IN THE PRACTICE
OF ACTION RESEARCH



**SUB-THEME
(SWG)**

05

Strategy-as-Practice: Institutions, Strategizing Activities and Practices

CONVENORS:

David Seidl, University of Zurich,
Switzerland, david.seidl@iou.uzh.ch
Jane Kirsten Lê, Aston Business School,
UK, j.k.le@aston.ac.uk
Roy Suddaby, Alberta School of Business,
Canada, roy.suddaby@ualberta.ca

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: Fac. de Economia, room A 13

**PART A: WELCOME AND
INTRODUCTION**

David Seidl, Jane Kirsten Lê
and Roy Suddaby

**PART B: PAPER SESSION:
BLENDING LOGICS AND PRACTICES**

CHAIR: JANE KIRSTEN LÊ

Elena Dalpiaz, Violina Rindova
and Davide Ravasi

RECOMBINING DIFFERENT LOGICS IN ORGANIZATIONS: AN EXPLORATORY STUDY OF INSTITUTIONAL CHANGE AND STRATEGIC RENEWAL
Nathalie Raulet-Croset and Régine Teulier
ORGANIZATIONAL CHANGE AND BLENDED PRACTICES: FRONT-OFFICE AGENTS AS INSTITUTIONAL WORKERS BALANCING DIFFERENT INSTITUTIONAL LOGICS

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room A 13

STRATEGIC LANGUAGE GAMES

CHAIR: LOIZOS HERACLEOUS

Julia Balogun, Kathryn Fahy and Eero Vaara

CONTENTIOUS STRATEGIC DECISION MAKING
IN MNCs: A CASE STUDY OF LEGITIMATION

Chahrazad Abdallah

STRATEGY AS RHETORICAL PRACTICES:
INSTITUTIONALIZATION AND THE ARGUMENTATIVE CONTEXT

Aino Salimäki and Saku Mantere

IDENTITY WORK DURING STRATEGIC CHANGE:
IMPLEMENTATION OF NEW COMPENSATION
SYSTEM AT FINNISH UNIVERSITIES

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Fac. de Economia, room A 13

RESPONDING TO OLIVER

CHAIR: CLAUS D. JACOBS

Line Bonneau

SURPRISING STRATEGIZING AROUND
TEMPORAL INSTITUTIONS IN BIOPHARMA

Shelly Linssen, Michel Lander
and Bas Koene

INSTITUTIONAL CHOICE: NOW YOU SEE IT,
NOW YOU DON'T. STRATEGIC CHOICES OF
ORGANIZATIONS IN INSTITUTIONAL FIELDS:
A PROCESS MODEL

Hanna Timonen

CHANGING PRAXIS IN PLURALISTIC CONTEXTS:
AN EXPLORATORY STUDY OF PRACTITIONERS'
STRATEGIC RESPONSES TO COEXISTING INSTI-
TUTIONAL LOGICS

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

ROUND TABLE

Location: Palacete, Library 1

ROUND TABLE A: MIDDLE MANAGERS

CHAIR: KATHRYN FAHY

Régine Teulier and Linda Rouleau

MIDDLE MANAGERS AS INTERORGANIZATION-
AL TRANSLATORS: WORKING ACROSS FRENCH
CIVIL ENGINEERING SECTOR BOUNDARIES

Esther Tippmann, Pamela Scott
and Vincent Mangematin

MIDDLE MANAGERS' SEARCHING FOR
KNOWLEDGE: THE REPOSITORY-INTERPER-
SONAL DILEMMA

Nina Bauer and João Vieira da Cunha
BOUNDARIES OF IDENTITY IN THE UPWARDS
FLOW OF STRATEGIC KNOWLEDGE

Location: Palacete, Library 2

ROUND TABLE B: COMPETING INSTITUTIONAL LOGICS

CHAIR: ROY SUDDABY

Marvin Washington and

Karen D.W. Patterson

LOGICS AND PRACTICES: PRACTICE CHANGES
RESULTING FROM THE MEGA-CHURCH
MOVEMENT

Nina Katrin Hansen and Willi Küpper
HUMAN RESOURCE MANAGEMENT STRATEGIES
AND INSTITUTIONAL DICHOTOMY – A PRAC-
TICE-BASED APPROACH

Anurag Kansal

INTEGRATING INTERNAL COMMUNICATION
PRACTICES AS A TOOL FOR GAINING COM-
PETITIVE ADVANTAGE: A STRATEGY-AS-PRAC-
TICE PERSPECTIVE

Location: Palacete, Ground floor room

ROUND TABLE C: THEORIZING SAP

CHAIR: A. PAUL SPEE

Violetta Splitter and David Seidl

ARE PRACTICE-BASED APPROACHES TO
STRATEGY RELEVANT TO PRACTITIONERS???
IMPLICATIONS OF A BOURDIEUSIAN PER-
SPECTIVE ON THE RELATION BETWEEN MAN-
AGEMENT RESEARCH AND MANAGEMENT
PRACTICE

Yoann Bazin

THE PRACTICE PERSPECTIVE, A FIELD UNDER
TENSION

Pedro Mendez-Santos and Aubry Springuel

STRATEGIZING AT THE EDGE OF UNCON-
SCIOUSNESS. EXPLORING THE PLACE OF
INTENTIONALITY IN STRATEGY PROCESSES
AND PRACTICES

Location: Palacete, Ground floor breakout 1

ROUND TABLE D: FUNNY DISCOURSE

CHAIR: MIKKO VESA

Jane Kirsten Lê and Paula A. Jarzabkowski

HUMOUR PRACTICES AND PROCESSES DURING
STRATEGY IMPLEMENTATION

Eeva Kolttola, Jouni Westling, Aki Huhtinen
and Marko Laaksonen

STRATEGY AND ITS IMPLEMENTATION AS
DISCURSIVE PRACTICES IN THE FINNISH
DEFENCE FORCES

Peet Venter and Alex Wright

PAVING THE COW PATHS: ADVANCING AND
LEGITIMISING A STRATEGIC DISCOURSE IN A
SOUTH AFRICAN ORGANIZATION

Location: Palacete, Ground floor breakout 2

ROUND TABLE E: INSTITUTIONS, CULTURE AND NATIONS

CHAIR: LUDOVIC CAILLUET

Patrick Regnér and Jesper Edman

MNE STRATEGY CRAFTING BASED ON INSTITUTIONAL EXPERIENCES AND OPPORTUNITIES ACROSS DIVERSE INSTITUTIONAL PILLARS: FOUR STRATEGY ARCHETYPES

Grace H. Fan and John Child

GOVERNMENT POLICIES AND ORGANIZATIONAL LEGITIMACY: A CO-EVOLUTIONARY PERSPECTIVE ON THE EMERGENCE AND EVOLUTION OF LARGE CHINESE POES 1978–2009
Vern L. Glaser

THE ROLE OF CULTURAL ARTIFACTS IN STRATEGY IMPLEMENTATION

Sarah Dixon and Gregory Schwartz

ANTECEDENTS AND MICROFOUNDATIONS OF ORGANISATIONAL ADAPTATION: ELICITING THE LINKS BETWEEN MANAGERIAL INTERACTIONS AND THE DEVELOPMENT OF NEW ORGANISATIONAL CAPABILITIES

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

ROUND TABLE

Location: Palacete, Library 1

ROUND TABLE A: AGENCY IN PLANNING

CHAIR: CHAHRAZAD ABDALLAH

A. Paul Spee and Paula A. Jarzabkowski

STRATEGIC PLANNING THROUGH A BECOMING LENS: HOW CONVERSATIONAL PATTERNS CONSTITUTE ACTIVITIES AS STRATEGIC AND ACTORS AS STRATEGISTS

Michele Giroto and Joan Mundet Hiern

WHO ARE YOU WRITING TO??? BRIDGING THE GAP BETWEEN TEXT AND PRACTICES

Miguel Ek Lopes

INDIVIDUAL STRATEGIZING IN A COVERT POLITICAL ROLE

Location: Palacete, Library 2

ROUND TABLE B: TEAMS AND TOOLS

CHAIR: YOANN BAZIN

Christine Baldy Ngayo and

Françoise Chevalier

DO PROJECT TEAMS DEDICATED TO STRATEGIC CHANGE REALLY PRODUCE STRATEGIC CHANGE???

Demian Hodari and Angela Roper

THE REJECTION OF STRATEGY TOOLS

Uli Meyer, Gordon Müller-Seitz, Cornelius Schubert, Jörg Sydow and Arnold Windeler

TRANSFORMING FICTION INTO SCIENCE – CREATING TECHNOLOGICAL BANDWAGONS IN THE SEMICONDUCTOR INDUSTRY

Location: Palacete, Ground floor room

ROUND TABLE C: INSTITUTIONALIZING STRATEGY: OF PLANS AND PROFESSIONS

CHAIR: PATRICK REGNÉR

Ludovic Cailluet, Basak Yakis-Douglas,

Richard Whittington and Andrei Mogutov

“SEEKING OUTSTANDING INDIVIDUALS”: THE EVOLVING PRACTICE OF STRATEGIC PLANNING
Carola Wolf

STRATEGIC PLANNING ROUTINES AS MINDFUL ACCOMPLISHMENTS: EFFECTS OF INSTITUTIONALIZATION

Anne Herbert and Sari Stenfors

LINKING INSTITUTIONAL GLOBALIZATION TO DAILY WORK: VARIANCE OF AGENCY IN A BUSINESS SCHOOL

Location: Palacete, Ground floor breakout 1

ROUND TABLE D: MAKING SENSE OF AND WITHIN INSTITUTIONS

CHAIR: LINDA ROULEAU

Tomi Laamanen and Samuli Skurnik

THE EFFECT OF INSTITUTIONAL CONTEXT ON THE PERCEPTION OF STRATEGY EXECUTION CHALLENGES

Mikko Vesa and Henrika Franck-Moeller

PROJECTIONS OF FUTURE TIME: ON STRATEGY AS AN EVERYDAY REPRESENTATION OF TIME

Isabelle Mari, María José Parada and Leif Melin

STRATEGIZING IN FAMILY FIRMS: MAKING SENSE IN A CONTEXT OF COLLIDING LOGICS

Location: Palacete, Ground floor breakout 2

ROUND TABLE E: STRATEGIZING ON THE ORGANIZATIONAL PERIPHERY

CHAIR: FLORIAN ÜBERBACHER

Urs Jäger and Claus D. Jacobs

STRATEGIC PLANNING AS MEDIATING PRACTICE: EVIDENCE FROM A COOPERATIVE BANK

Nicolas Arnaud, Stéphane Fauvy and Hadj Nekka

THE DIFFICULT INSTITUTIONALIZATION OF A STRATEGIC HRM POLICY THROUGH STRATEGIC EPISODES. THE CASE OF A FRENCH CLUSTER

Johanna Moisander, Pikka-Maaria Laine and Saara Könkkölä

CUSTOMERS AS STRATEGY PRACTITIONERS – EXPLORING THE STRATEGIC AGENCY OF THE CONSUMER IN THE CONVERGING MEDIA MARKETS

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: Fac. de Economia, room A 13

PLURALISM AND INSTITUTIONS

CHAIR: JEAN-LOUIS DENIS

Florian Überbacher and Claus D. Jacobs

PRACTICES OF LEGITIMIZING INTERORGANIZATIONAL RELATIONSHIPS UNDER INSTITUTIONAL COMPLEXITY

Ole Friis and Christian Koch

COMBAT, COHABITATION OR COMBINED MUTUAL ENFORCEMENT – THE COEXISTENCE OF STRATEGY INSTITUTIONS IN A TEXTILE COMPANY

Mukti Khaire and Erika Richardson

MEDIUM AND MESSAGE: THE ROLE OF THE MEDIA IN ESTABLISHING INSTITUTIONAL LOGICS

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Fac. de Economia, room A 13

PART A: PAPER SESSION: INSTITUTIONAL WORK

CHAIR: ROY SUDDABY

Jean-Pascal Gond, Frederic Krikorian and Laure Cabantous

THE DOUBLE EDGE OF STRATEGIZING: A STUDY OF INSTITUTIONAL WORK AND ACTORS' PRACTICE IN THE CRAFT OF CORPORATE SOCIAL RESPONSIBILITY
Jean-Louis Denis, Ann Langley, Charlotte Cloutier and Lise Lamothe
INSTITUTIONAL WORK AND ORGANIZATIONAL STRATEGIZING IN A SHIFTING ORGANIZATIONAL FIELD

PART B: CONCLUDING PANEL

CHAIR: DAVID SEIDL

Panelists:

TOMI LAAMANEN, ANN LANGLEY,
ROY SUDDABY AND EERO VAARA

**SUB-THEME
(SWG)****06**

Assembling Global and Local: Practice-Based Studies of Globalization in Organization

CONVENORS:

Paolo Landri, IRPPS/CNR, Italy,
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Bente Elkjaer, University of Aarhus,
Danish School of Education, Denmark,
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Silvia Gherardi, Università di Trento, Italy,
silvia.gherardi@soc.unitn.it

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: ISEG, Sala 3

INTRODUCTION

CHAIR: SILVIA GHERARDI

Mikkel Flyverbom

GLOBALIZATION AS IT HAPPENS – GLOBALIZED
ASSEMBLAGES IN WEALTH MANAGEMENT

Isabelle Etchevers-Corbett
and Eléonore Mounoud

GLOBAL ORDERING, LOCAL RE-ORDERING,
AND DISORDERS: UNCOVERING THE PLOTS
OF KNOWLEDGE MANAGEMENT IN A MULTI-
NATIONAL COMPANY

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: ISEG, Sala 3

**DELVING INTO THE NOTION
OF PRACTICE**

CHAIR: LARS FUGLSANG

Luca Verzelloni

LAW, PRACTICE AND PRAXIS. THE LEGAL CON-
CEPT OF “PRAXIS” AS A KEY TO REFLECT ON
THE ORGANIZATIONAL LEARNING PROCESSES

Maja Korica

PRACTICING ‘SOCIE-TIES’: THE SITUATED
ACCOMPLISHMENTS OF GOVERNANCE IN
THE PUBLIC SPHERE

Sylwia Ciuk

PERFORMING AN IDENTITY BRICOLAGE.
ON THE DRAMATURGY OF TRANSLATING
CORPORATE VALUES INTO THE LOCAL
ORGANISATIONAL CONTEXT

Rene Eugenio Seifert, Jr., John Child
and Suzana B. Rodrigues

RECONCILING GLOBAL AND LOCAL
PRACTICE IN SMALLER ORGANIZATIONS:
THE MEANINGS ORIENTING STRATEGIC
CHOICE IN INTERNATIONALIZATION

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: ISEG, Sala 3

**PRACTICE IN THE
HEALTHCARE INDUSTRY**

CHAIR: MIKKEL FLYVERBOM

Adrian Yeow and Samer Faraj

THE TENSION BETWEEN GLOBAL AND LOCAL
PRACTICES IN AN IMPLEMENTATION OF
ELECTRONIC MEDICAL RECORD SYSTEM

Séamas Kelly and Camilla Noonan
(RE-)ASSEMBLING AND TRANSLATING
PUBLIC HEALTH INFRASTRUCTURES IN
THE GLOBAL SOUTH

Gail Greig
CATALYSING "BEST PRACTICE"

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: ISEGI, Sala 3

PRACTICE AND KNOWLEDGE PRODUCTION

CHAIR: CATHRINE FILSTAD

Linh Chi Vo and Eléonore Mounoud
GLOBAL DISCOURSE, LOCAL CONTEXT,
AND SITUATED PRACTICES: THE CASE
OF KNOWLEDGE MANAGEMENT IN TWO
BRANCHES OF A MULTINATIONAL
Ulla-Maija Uusitalo and Janne Tienari
GLOBAL-LOCAL DISCURSIVE PRACTICES OF
HIGHER EDUCATION REFORM: ANALYZING
"KNOWLEDGE-TALK" IN A UNIVERSITY MERGER
Aurélien Lamy

GLOBALIZATION AND ENTREPRENEURSHIP
SUPPORT: A CRITICAL DISCOURSE ANALYSIS

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: ISEGI, Sala 3

CASE STUDIES AND THE CONCEPT OF PRACTICE

CHAIR: RENE E. SEIFERT

Laura Lucia Parolin
REASSEMBLING GLOBAL AND LOCAL:
THE TERROIR IN THE FURNITURE SYSTEM
Cathrine Filstad
BANKING IN THE ERA OF GLOBALIZATION:
LEARNING AND KNOWING THROUGH
PRACTICE AS FINANCE ADVISERS
Jacob D. Vakkayil
OBJECTS IN ACTION AND INTERACTION IN
OUTSOURCED SOFTWARE DEVELOPMENT

Lars Fuglsang

THE SENSE OF SERVICES IN A GLOBALIZING
PUBLIC SECTOR

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: ISEGI, Sala 3

PRACTICE AND THE PROFESSIONS

CHAIR: LUCA VERZELLONI

Elisabeth K. Kelan
BOUNDARY-WORK: CONCEPTUALIZING
THE VIRTUAL AND THE REAL IN YOUNG
PROFESSIONAL'S TALK
Frank Siedlok and Paul Hibbert
LOCAL STEPS IN THE GLOBAL DANCE:
PRACTICE IN INTERDISCIPLINARY RESEARCH
Rosana Silveira Reis and Ylenia Curzi
ASSEMBLING KNOWLEDGE AND PEOPLE
OVER TIME AND SPACE

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: ISEGI, Sala 3

PRACTICE AND DYNAMISM

CHAIR: GAIL GREIG

Romain Huët, Sylvie Grosjean
and Catherine Loneux
FOR A SOCIOGENETIC OF
ORGANIZATIONAL TEXTS
Swetketu Patnaik, Jason Ferdinand and
Saptarshi Ghosh
STUDYING THE INFLUENCE OF ORGANISA-
TIONAL PRACTICES IN SHAPING ALLIANCE
DYNAMICS: EMERGING INSIGHTS FROM AN
INTERNATIONAL COLLABORATION
Susanna Kantelinen
WHAT ABOUT THE BEING OF THE BODY THAT
DOES MY DOING AND KNOWING? A CONCEPT-
UAL ATTEMPT TO BRING 'BEING-WITHIN-DO-
ING' ALONG IN PRACTICE-BASED THEORIZING



**SUB-THEME
(SWG)**

07

Organizing the Public Sector: How Can we Strike the Right Balance between Globalism and Parochialism?

CONVENORS:

Christine Teelken, Vrije Universiteit
Amsterdam, The Netherlands,
jc.teelken@fsw.vu.nl
Mike Dent, Staffordshire University, UK,
mike.dent@staffs.ac.uk
Louise Fitzgerald, De Montfort University,
UK, louise.fitzgerald@mbs.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00-10:30
Location: Fac. de Economia, room 219

**INSTITUTIONS AND
INSTITUTIONALIZATION**

CHAIR: CHRISTINE TEELKEN

Jef Breda

THE INSTITUTIONALIZATION OF THE SOCIAL
ECONOMY. A NEW SOCIETAL SECTOR BUILT
UP FROM BELOW AS WELL AS FROM THE TOP
Federica Secci

EVOLVING INSTITUTIONAL LOGICS TO
RESTRUCTURE THE HEALTHCARE FIELD:
THE PROCESS OF CHANGE IN TRANSITION
COUNTRIES

Joshua Guetzkow

LITIGATION AND INSTITUTIONAL CHANGE IN
THE PUBLIC SECTOR: THE CASE OF PRISON
REFORM LITIGATION

SESSION II:

THURSDAY, JULY 1, 11:00-12:30
Location: Fac. de Economia, room 219

**INSTITUTIONS AND
INSTITUTIONALIZATION (CONT)**

CHAIR: MIKE DENT

Ian Kirkpatrick, Peter Kragh Jespersen
and Mike Dent

THE CONTESTED TERRAIN OF HOSPITAL
MANAGEMENT: PROFESSIONAL PROJECTS
AND HEALTHCARE REFORMS IN DENMARK
Nicolette van Gestel, Daniel Nyberg
and Paula Hyde

INDIVIDUALIZING ORGANIZATIONAL
PROBLEMS. HOW LOCAL ACTORS APPLY
NATIONAL ABSENCE POLICIES IN HOSPITALS
Ali Danişman

THE LOGICS BEHIND THE LOGICS: ASSESSING
THE LINK BETWEEN SOCIETAL AND FIELD
LEVEL. INSTITUTIONAL LOGICS IN THE HEALTH
CARE SECTOR

F. Pinar Acar

NATIONAL IDENTITY SALIENCE, TEAM
IDENTIFICATION, AND ALTRUISM IN TWINNING
PROJECT TEAMS

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Fac. de Economia, room 219

PUBLIC SECTOR REFORM

CHAIR: NICOLETTE VAN GESTEL

Aoife McDermott, Louise Fitzgerald
and Mairi WatsonOPPORTUNITY OR IMPOSITION: LOCAL
CHANGE AGENT RESPONSES TO NATIONAL
POLICY INITIATIVESM

Brice Dattée and James Barlow

COMPLEXITY THEORY AND PUBLIC SECTOR
REFORM. WHOLE-SYSTEM REFORMS IN THE
UK PUBLIC HEALTHCARE SYSTEM

Simon Neby

REFORM AND COMMUNICATION PRACTICES:
SPILLOVER EFFECTS AND INTERCONNECTIVITY
IN THE GOVERNANCE OF THE NORWEGIAN
HOSPITAL FIELDArmando dos Santos de Sousa Teodósio,
Mário Aquino Alves and Patrícia Mendonça
TRI-SECTORIAL PARTNERSHIPS IN THE SOCIAL
POLICY: DILEMMAS AND CHALLENGES TO THE
BRAZILIAN PUBLIC SECTOR**SESSION IV:**

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 219

**POST BUREAUCRATISM AND
NETWORK GOVERNANCE**

CHAIR: LOUISE FITZGERALD

Ewan Ferlie, Gerry McGivern
and Louise FitzgeraldNEW MODES OF ORGANIZATION IN THE
PUBLIC SERVICES: FROM CAGE TO GAZE?Christine Teelken and Monne Wihlborg
REFLECTING ON THE BOLOGNA OUTCOME
SPACE - SOME PITFALLS TO AVOID?
EXPLORING UNIVERSITIES IN SWEDEN AND
THE NETHERLANDS

Thomas Blanchet

WHEN LOCAL GOVERNMENT MEETS
GLOBAL ORGANIZATION: A PATH DEPENDENT
ANALYSIS OF THE GERMAN WATER SECTOR
BETWEEN STABILITY AND CHANGE**SESSION V:**

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 219

**LEARNING AND ASSESSMENT IN
THE PUBLIC SECTOR**

CHAIR: EWAN FERLIE

Max Visser and Kim Van der Togt

LEARNING IN PUBLIC SECTOR ORGANIZATIONS:
A THEORY OF ACTION APPROACH

Bente Bjørnholt

THE DIVERSITY OF QUALITY ASSESSMENTS

Gerhard Hammerschmid

PUBLIC SECTOR EXECUTIVES IN GERMANY:
SHIFTING ADMINISTRATIVE, POLITICAL AND
MANAGERIAL IDENTITIES**SESSION VI:**

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room 219

ICT & HEALTH

CHAIR: LOUISE FITZGERALD

Mike Dent, Ken Eason, Dylan Tutt
and Patrick WatersonCROSSING BOUNDARIES AND BREAKING
DOWN BARRIERS - THE CHALLENGE OF THE
OLDER PATIENT FOR ELECTRONIC PATIENT
CARE INFORMATION SYSTEMS (EPCIS)Sue Llewellyn, Inga-Lill Johansson
and Ewa WikströmUNDERSTANDING PROFESSIONAL RENEGO-
TIATION: 'ROLES' OR 'POSITION-PRACTICES'?Ezra Dessers, Geert Van Hootegem,
Joep Crompvoets and Paul H.J. HendriksINTEGRATING INFORMATION FLOWS AND
BUSINESS PROCESSES: THE CASE OF SPATIAL
DATA INFRASTRUCTURES

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Fac de Economia, room 219

**(HIGHER) EDUCATION
AND GOVERNANCE**

CHAIR: CHRISTINE TEELKEN

Uwe Wilkesmann and Christian J. Schmid

IMPACTS OF THE NEW MANAGERIAL
GOVERNANCE MODEL ON ACADEMIC
TEACHING. FINDINGS FROM A NATIONAL
SURVEY IN GERMANY

Ingrid Henning Loeb and

Karin Lumsden Wass

ACCOUNTING AS A STABILIZING ACTIVITY?
COLLECTIVE TRANSLATION AND EDITING
PROCESSES AT A TEACHERS' TEAM

Rosemary Deem

LEADERSHIP AND LEADERSHIP DEVELOP-
MENT IN UK PUBLICLY-FUNDED HIGHER EDU-
CATION ORGANISATIONS: LOCAL, NATIONAL
OR GLOBAL?

SUB-THEME
(SWG)

08

Institutions and
Knowledge: Sources
and Consequences

CONVENORS:

Renate Meyer, WU Vienna University
of Economics and Business, Austria,
renate.meyer@wu-wien.ac.at
Michael Lounsbury, University of Alberta,
Canada, ml37@ualberta.ca
Marc Schneiberg, Reed College, Portland,
USA, schneibm@reed.edu

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: ISEGI, Sala 4

**SETTING THE STAGE: THE
30TH YEAR ANNIVERSARY
OF ORGANIZATION STUDIES**

CHAIR: MICHAEL LOUNSBURY

Royston Greenwood

RUMINATIONS ON OS AND EGOS OVER
THE YEARS

Bob Hinings

THIRTY YEARS OF OS: ENDURING THEMES
IN A CHANGING INSTITUTIONAL FIELD

Chris Grey

ORGANIZING STUDIES: PUBLICATIONS,
POLITICS AND POLEMIC

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: ISEGI, Sala 4

**ORGANIZATION STUDIES AND
THE EVOLUTION AND IMPACT OF
THE FIELD OF ORGANIZATIONAL
RESEARCH**

CHAIR: RENATE MEYER

Suleika Bort and Alfred Kieser

FASHION IN ORGANIZATION STUDIES?

Rick Vogel

THREE DECADES OF ORGANIZATION STUDIES:

A BIBLIOMETRIC PARADIGM ANALYSIS

Behlül Üsdiken

BETWEEN CONTENDING PERSPECTIVES AND
LOGICS: ORGANIZATION STUDIES IN EUROPE

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: ISEGI, Sala 4

**MISSING LINKS IN ORGANIZATION
STUDIES? ORGANIZING,
CONSUMERS, TECHNOLOGY**

CHAIR: MARC SCHNEIBERG

Kerstin Sahlin

ORGANIZING FIELDS OF GOVERNANCE

Jannis Kallinikos, Hans Hasselblad
and Attila Marton

GOVERNING SOCIAL PRACTICE: TECHNOLOGY
VERSUS INSTITUTIONS

Namrata Malhotra, Trish Reay
and Bob Hinings

ORGANIZATIONAL FIELDS:
ARE CONSUMERS PHANTOM ACTORS?

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

PARALLEL STREAMS

Location: Palacete, Breakfast room

PARALLEL STREAM A: LOST - OR GAINED - IN TRANSLATION I: CROSSING FIELDS, CROSSING LEVELS

CHAIR: BOB HININGS

Sini Jämsén and Henri Schildt
AN ENCOUNTER OF TWO INSTITUTIONAL LOGICS: THE INTRODUCTION OF AN EVALUATION-BASED PAY SYSTEM IN THE EVANGELICAL LUTHERAN CHURCH OF FINLAND
Shahzad Ansari and Roy Wenting
THE ROLE OF SEMANTIC FIT IN SHAPING LEGITIMACY FOR SERVICE OFFERINGS: A MICRO-LEVEL STUDY OF MORTGAGE FIRMS IN THE NETHERLANDS

Location: Palacete, meeting room

PARALLEL STREAM B: LOST - OR GAINED - IN TRANSLATION II: CROSSING FIELDS, CROSSING LEVELS

CHAIR: NICOLE BIGGART

Lisa Maria Arnold and Arndt Sorge
INSTITUTIONAL CHANGE AND CONTINUITY IN COMPLEX FEDERATED ORGANIZATIONS: THE CASE OF AIRBUS INDUSTRIES
Susanne Boch Waldorff
TRANSLATIONS OF AN ORGANIZATIONAL CONCEPT INTO LOCAL CONTEXTS: CREATING LEGITIMIZING ACCOUNTS LINKING TO MULTILEVEL INSTITUTIONAL LOGICS

Mara Brumana and Giuseppe Delmestri

SOCIETAL DIFFERENCES REDUX. A COMPARISON OF ORGANIZATIONAL STRUCTURES AND HRM IN FRENCH, GERMAN, AND ITALIAN MANUFACTURING UNITS

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

PARALLEL STREAMS

Location: Palacete, Breakfast room

PARALLEL STREAM A: FIELD EMERGENCE, TRANSFORMATION, STASIS

CHAIR: KERSTIN SAHLIN

Nicolas Battard
NEW PARADIGM OR NEW LABEL: THE CASE OF NANOTECHNOLOGY IN IRELAND
Eva Passarge and Raimund Hasse
GRADUAL INSTITUTIONAL CHANGE IN COORDINATED ECONOMIES - VENTURE CAPITAL IN THE SWISS CONTEXT
Thomas D. Beamish and Nicole Woolsey Biggart
SOCIAL HEURISTICS: DECISION MAKING AND INNOVATION IN A NETWORKED PRODUCTION MARKET

Location: Palacete, meeting room

PARALLEL STREAM B: KNOWLEDGE, KNOWLEDGE ORGANIZATIONS, KNOWLEDGE PRACTICES

CHAIR: ROYSTON GREENWOOD

Michael Smets
FIELD (TRANS-)FORMATION THROUGH MULTINATIONAL PRACTICE: INTERNATIONAL LAW FIRMS VS LOCAL LAW SOCIETIES
Daniel Tzabbar, Brian S. Silverman and Barak Aharonson
ORGANIZATIONAL EXPLORATION VIA INDIVIDUALS' EXPLOITATION

Joao Baptista and Sue Newell

DYNAMICS OF INSTITUTIONALISATION:
A MULTILEVEL PERSPECTIVE

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: ISEGI, Sala 4

**ORGANIZATION STUDIES AND
THE FIELD OF ORGANIZATIONAL
RESEARCH: BIG QUESTIONS,
NEW DIRECTIONS AND REOPENING
REFLECTION**

CHAIR: MARC SCHNEIBERG

Frank Martela

THE PURPOSES OF ORGANIZATIONAL RE-
SEARCH - TOWARDS A PRAGMATIC ANSWER

Maria Humphries

TERROR AND ORGANISATIONAL CHANGE:
WHAT DOES LOVE HAVE TO DO WITH IT?

Alexandra Bristow

SUSTAINING THE AGENDA OF PLURALISM
AND OPENNESS IN THE AGE OF THE 'NEW
HIGHER EDUCATION': AN EMPIRICAL STUDY
OF JOURNALS IN THE FIELD OF MANAGE-
MENT AND ORGANISATION STUDIES

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: ISEGI, Sala 4

FINALE

CHAIR: RENATE MEYER

FINAL DISCUSSION SEEDS BY

Kerstin Sahlin, Alfred Kieser and Arndt Sorge



SUB-THEME

09

Learning to be Global: Towards More Effective Global Services and Service Firms

CONVENORS:

Alison Dean, Kent Business School,
University of Kent, UK, a.dean@kent.ac.uk
David M. Brock, Guilford Glazer School
of Management, Ben-Gurion University,
Israel, & Sy Syms School of Business,
Yeshiva University, USA, dmb@bgu.ac.il
Ragnhild Kvålshaugen, BI Norwegian
School of Management, Norway
ragnhild.kvalshaugen@bi.no

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: SANA Malhoa Hotel, Sala Belem VI

**INTERNATIONALIZATION
PROCESSES OF SERVICE FIRMS**

CHAIR: ALISON DEAN

Alison Dean

WELCOMES AND INTRODUCTIONS

Fulvio Fortezza and Alessandro Pagano

INTERNATIONALIZATION PROCESSES OF
FOREIGN PROFESSIONAL SERVICES FIRMS IN
CHINA: EVIDENCE FROM ITALIAN COMPANIES
Discussant: Ulf-Thido Gerdes

Ralf Elbert and Ulf-Thido Gerdes

LEARNING TO BE GLOBAL: HOW THE IDEA
OF SERVICE-DOMINANT LOGIC ASSISTS LO-
GISTICS SERVICE PROVIDERS IN THE RECON-
FIGURATION INTO GLOBAL SERVICE FIRMS

Discussant: Alessandro Pagano

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: SANA Malhoa Hotel, Sala Belem VI

**KNOWLEDGE AND GLOBAL
SERVICE MARKETS**

CHAIR: DAVID M. BROCK

Ragnhild Kvålshaugen and Sverre Tomassen

COORDINATION MECHANISMS AS ENABLERS
OF KNOWLEDGE SHARING IN INTERNATIONAL
PROFESSIONAL SERVICE FIRMS

Discussant: Karl Joachim Breunig

Katja Maria Hydle and

Karl Joachim Breunig

PROFESSIONAL SERVICES ACROSS BORDERS:
IDENTIFYING VARIATIONS IN KNOWLEDGE
MANAGEMENT PRACTICES IN DIFFERENT
PROJECT PHASES

Discussant: Bjarne Espedal

Bjarne Espedal and Paul Gooderham

THE IMPACT OF GLOBAL LEADERSHIP
PROGRAMS ON SOCIAL CAPITAL AND
KNOWLEDGE SHARING IN
MULTINATIONAL ENTERPRISES

Discussant: Ragnhild Kvålshaugen

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: SANA Malhoa Hotel, Sala Belem VI

INNOVATION, LEARNING & GLOBAL SERVICES

CHAIR: RAGNHILD KVÅLSHAUGEN

Matthieu Bunel, Caroline Hussler
and Patrick Eparvier

WHAT HAMPER INNOVATION IN THE SERVICE
SECTOR: RESOURCES OR COMPETENCES?

Discussant: Karim Saïd

Nadia Tebourbi and Karim Saïd

THE PLACE FOR MIDDLE MANAGERS
IN ORGANISATIONAL LEARNING:
AN EXPLORATORY STUDY WITHIN
A MANAGEMENT CONSULTANCY

Discussant: Alison Dean

Susan Segal-Horn and Alison Dean

THE GLOBAL PROFESSIONAL SERVICE FIRM:
LEARNING TO BE FLEXIBLE

Discussant: Caroline Hussler

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: SANA Malhoa Hotel, Sala Belem VI

HOW GLOBALIZATION IMPACTS ON SERVICE FIRMS

CHAIR: RAGNHILD KVÅLSHAUGEN

Jaeho Lee, Ji-Hwan Lee and Baeho Choi

THE IMPACT OF INTERNATIONALIZATION
ON INNOVATION IN SERVICES INDUSTRIES:
AN EMPIRICAL ANALYSIS OF KOREAN FIRMS

Discussant: Geetha Garib

Geetha Garib

GETTING THE BEST FROM CULTURAL DIVERSITY
IN ORGANISATIONS: PSYCHOLOGICAL AND
STRUCTURAL SOLUTIONS IN A FIVE T-MODEL

Discussant: Emmanuel de la Burgade

Emmanuel de la Burgade and Elen Riot

BOUGEZ AVEC LA POSTE. EXPERIENCE OF
CHANGE AND FREEZE IN THE FRENCH MAIL-
ING SERVICES: LESSONS FOR GLOBALISATION

Discussant: Jaeho Lee

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: SANA Malhoa Hotel, Sala Belem VI

LOGIC AND IDENTITY IN GLOBAL SERVICE FIRMS

CHAIR: DAVID M. BROCK

Daniel Muzio, James Faulconbridge
and Andy Cook

LOSING YOUR IDENTITY?

COMMUNITIES OF PRACTICE, INSTITUTIONS
AND IDENTITY REGULATION

Discussant: Graham Hollinshead

Graham Hollinshead, Kathleen Marshall Park
and Colin Haslam

OUTSOURCING AND OFF-SHORE IN THE
GLOBAL FINANCIAL SERVICES INDUSTRY:

A CASE OF MALLEABLE AND
CONTRADICTION LOGICS

Discussant: Daniel Muzio

CLOSING DISCUSSIONS

SUB-THEME

10

Sourcing Knowledge Work Globally: The Dynamics of Firm Decisions, Industry Changes, National Policies, and Professional Careers

CONVENORS:

Arie Y. Lewin, Duke University,
Durham (NC), USA, ayl3@duke.edu
Stephan Manning, University of
Massachusetts, Boston, USA,
stephan.manning@umb.edu
Silvia Massini, University of Manchester,
UK, silvia.massini@mbs.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: ISEGI, Sala 2

**CHANGING PATTERNS OF
OUTSOURCING INNOVATION**

CHAIR: ARIE LEWIN,
STEPHAN MANNING AND
SILVIA MASSINI

Steffen Kinkel

CHANGING PATTERNS OF R&D RELOCATION
ACTIVITIES - BEFORE AND WITHIN THE
ECONOMIC CRISIS

*Bernardo Correia Lima,
Henk W. Volberda, Justin Jansen
and Franz A.J. van den Bosch*

HOW THE OFFSHORING OF CORE AND
NON CORE-ACTIVITIES DRIVES EXPLORATORY
INNOVATION: THE MODERATING EFFECT
OF ABSORPTIVE CAPACITY

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: ISEGI, Sala 2

**GOVERNANCE OF KNOWLEDGE
SOURCING**

CHAIR: ARIE LEWIN,
STEPHAN MANNING AND
SILVIA MASSINI

*Linda H.Y. Hsieh, Suzana B. Rodrigues
and Fu-Sheng Tsai*

THE GOVERNANCE OF KNOWLEDGE HETERO-
GENEITY BY MULTINATIONAL CORPORATIONS
Yeda Swirski de Souza and Vilmar Tondolo
PROPOSITIONS FOR THE ANALYSIS OF
ORGANIZATIONAL AND MANAGERIAL
CAPABILITIES IN THE OFFSHORING
OPERATIONS OF SERVICES

*Roberto Antonietti, Maria Rosaria Ferrante
and Riccardo Leoncini*

PHASES OF PRODUCTION, LOCAL SPILLOVERS
AND THE CHOICE TO MAKE-OR-BUY IN EMILIA
ROMAGNA MECHANICAL INDUSTRY

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: ISEGI, Sala 2

**OUTSOURCING INNOVATION
AND PERFORMANCE**CHAIR: ARIE LEWIN,
STEPHAN MANNING AND
SILVIA MASSINIJeremy Howells, María J. Nieto and
Lluís SantamaríaANALYZING EXTERNAL SOURCES OF
INNOVATION IN SERVICES FIRMS WITHIN
AN INTERNATIONAL CONTEXTSilvia Massini, Nidhitha Perm-Ajchariya-
wong and Arie Y. LewinTHE ROLE OF STRATEGY ON FIRM'S CHOICE
OF OFFSHORING INNOVATION EXPLORATION
AND EXPLOITATION ACTIVITIES

P. Morone, C. Petraglia and Pina Testa

R&D PROPENSITY, INTENSITY AND INNOVATION,
AN INSTRUMENTAL VARIABLES APPROACH**SESSION IV:**

FRIDAY, JULY 2, 09:00-10:30

Location: ISEGI, Sala 2

**GLOBAL SOURCING AND
KNOWLEDGE PROFESSIONALS**CHAIR: ARIE LEWIN,
STEPHAN MANNING AND
SILVIA MASSINI

Kyoung-Hee Yu and Frank Levy

OFFSHORING PROFESSIONAL SERVICES:
INSTITUTIONS AND PROFESSIONAL CONTROL

Alan O'Sullivan

HOW CHANGES IN THE WORK DESIGN OF
OEM ENGINEERS RELATE TO CHANGES IN
OUTSOURCING FOR COMPLEX NEW PRODUCT
DEVELOPMENT**SESSION V:**

FRIDAY, JULY 2, 11:00-12:30

Location: ISEGI, Sala 2

**CHANGING LOCATION
ATTRACTIVENESS: THE INDIA CASE**CHAIR: ARIE LEWIN,
STEPHAN MANNING AND
SILVIA MASSINI

Pratyush Bharati

INSTITUTIONALIZATION IN WAVES: EM-
BEDDNESS OF SOFTWARE INDUSTRY IN INDIA

Stine Jessen Haakonsson,

Peter D. Ørberg Jensen and Susan Mudambi

DRIVERS AND DYNAMICS OF THE
INTERNATIONAL SOURCING OF
PHARMACEUTICAL R&D

Yuko Aoyama and Balaji Parthasarathy

THE "BEING THERE" FOR THE
BOTTOM-OF-THE-PYRAMID MARKET:
MNES AND R&D FACILITIES IN INDIA



SUB-THEME

11

Organizational Ethnography: Assessing its Impact

CONVENORS:

Heidi Dahles, VU University Amsterdam,
The Netherlands, h.dahles@fsw.vu.nl
Simon Down, Newcastle University
Business School, UK,
simon.down@newcastle.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: Fac. de Economia, room 241
**THE HISTORICAL DIMENSION IN
ETHNOGRAPHIC RESEARCH**

CHAIR: SIMON DOWN

OPENING AND STATEMENT OF THE AIM
OF THIS SUB-THEME BY THE CONVENORS

André Ofenhejm Mascarenhas
and Felipe Zambaldi

TOWARDS A METHODOLOGICAL
'ETHNO-APPROACH': ETHNOHISTORY
AND THE LIMITS OF ETHNOGRAPHY
PRESENTER: ANDREW POPP

Andrew Popp and Robin Holt

ENTREPRENEURSHIP AND BEING:
PHENOMENOLOGICAL APPROACHES TO
THE HISTORICAL STUDY OF THE
ORGANIZATION OF ENTREPRENEURSHIP
PRESENTER: ANDRÉ OFENHEJM MASCARENHAS

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room 241

**RESEARCHER/RESEARCHED
COMPLEXITIES IN ETHNOGRAPHIC
RESEARCH**

CHAIR: HEIDI DAHLES

Juliette Koning and Can-Seng Ooi

AWKWARDNESS AND WHAT TO DO WITH IT.
CONTEMPLATING QUALITY AND TRUSTWOR-
THINESS IN ORGANIZATIONAL ETHNOGRAPHY
PRESENTER: GAVIN JACK

Gavin Jack and Robert Westwood

DIALOGICAL ETHNOGRAPHY: QUALITY
AND CONTRIBUTION OF ETHNOGRAPHY
IN ORGANISATION STUDIES

PRESENTER: IRENE SKOVGAARD SMITH

Irene Skovgaard Smith

THE 'BEING THERE' QUALITY. REFLECTIONS
ON ETHNOGRAPHIC IDEALS OF IMMERSION
PRESENTER: JULIETTE KONING

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Fac. de Economia, room 241

ETHNOGRAPHY AS ORGANIZATIONAL CRITIQUE

CHAIR: SIMON DOWN

Christoph Michels and Laurent Marti

ENACTING ETHNOGRAPHY -

MULTIPLYING THE ORGANIZATION

PRESENTER: SUSANA DURÃO

Ishani Chandrasekara

FEMINIST ETHNOGRAPHY IN

ACCOUNTING RESEARCH

PRESENTER: CHRISTOPH MICHELS

Susana Durão and Daniel Seabra Lopes

UNDERSTANDING INSTITUTIONS AND SYSTEMS.

ETHNOGRAPHY IN BUREAUCRATIC ORGANIZA-

TIONS AND ITS IMPLICATIONS

PRESENTER: ISHANI CHANDRASEKARA

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 241

THE ROLE OF ETHNOGRAPHY IN ORGANIZATIONAL CHANGE

CHAIR: HEIDI DAHLES

Karlien Meerholz, Frans H. Kamsteeg and Sierk Ybema

ETHNOGRAPHYING POLICE IDENTITY

FORMATION. TALES FROM STREET AND

MANAGEMENT COPS

PRESENTER: IAN MCLOUGHLIN

Ian McLoughlin

IMAGINARY FRIENDS? ETHNOGRAPHY AND

TECHNOLOGY - REFLECTIONS ON THE ROLE

OF ORGANIZATIONAL ETHNOGRAPHY IN UN-

DERSTANDING AND SHAPING TECHNOLOGICAL

CHANGE IN ORGANIZATIONS

PRESENTER: LAURA GALUPPO

Laura Galuppo, Silvio Ripamonti, Mara Gorli and Giuseppe Scaratti

SUSTAINING MANAGERIAL DEVELOPMENT:

THE USE OF ETHNO-NARRATIVE WRITINGS IN

AN ACTION LEARNING SETTING

PRESENTER: CLAUDIA KAEFER

Claudia Kaefer and Christopher Schlembach

THE ETHNOGRAPHY OF INNOVATION

PRESENTER: FRANS H. KAMSTEEG

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 241

EXPERIMENTS IN ETHNOGRAPHY

CHAIR: SIMON DOWN

Alf Rehn

IN PRAISE OF FAKE ETHNOGRAPHIES?

PRESENTER: IRENE RYAN

Geneviève Musca, Marie Perez,

Linda Rouleau and Yvonne Giordano

"EXTREME" ORGANIZATIONAL

ETHNOGRAPHY: THE CASE OF THE DARWIN

EXPEDITION IN PATAGONIA

PRESENTER: ALF REHN

Irene Ryan

ONE ANSWER FOR THE SCEPTICS: WHAT

REALLY DOES (AUTO)ETHNOGRAPHY OFFER?

PRESENTER: GENEVIÈVE MUSCA

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room 241

THE ETHNOGRAPHY OF POWER AND INSTITUTIONS

CHAIR: HEIDI DAHLES

Shirley Brooks, Marja Spierenburg, Femke

Brandt and Dhoya Snijders

ETHNOGRAPHY OF THE MARGINAL.

STUDYING THE IMPACTS OF CONVERSIONS

TO GAME FARMING FOR FARM DWELLERS

IN SOUTH AFRICA

PRESENTER: HELGA EBERHERR



Helga Eberherr and
Edeltraud Hanappi-Egger

RESEARCHING DOING/UNDOING DIFFERENCES
IN ORGANIZATIONS

PRESENTER: ATTILA BRUNI

Attila Bruni

STUDYING NETWORKS FROM BELOW: ETHNOG-
RAPHY OF A NETWORK-IN-THE-MAKING

PRESENTER: MARJA SPIERENBURG

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Fac. de Economia, room 241

**WRAP-UP AND PLANS FOR
A SPECIAL ISSUE**

CHAIR: SIMON DOWN

AND HEIDI DAHLES

SUB-THEME

12

Wisdom in Organizations and Wise Organizing

CONVENORS:

Wendelin Küpers, Massey University,
Auckland, New Zealand,
W.Kupers@massey.ac.nz
Matt Statler, New York University, USA,
matt.statler@nyu.edu
Sven Völpe, Jacobs University, Bremen,
Germany, voelpel@jacobs-university.de

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: Fac. de Economia, room 244

ROUND TABLE

CHAIR: MATT STATLER AND
WENDELIN KÜPERS & PARTICIPANTS

Hans Rämö

VISUALIZING THE PHRONETIC
ORGANIZATION – THE CASE OF
PHOTOGRAPHS IN CSR REPORTS

Tuomas Kuronen

PHRONESIS AND MATERIAL VISION:
CONSTRUCTION OF WISDOM USING
PHOTOGRAPHS

SESSION II:

THURSDAY, JULY 1, 11:00–12:30
Location: Fac. de Economia, room 244

ROUND TABLE

CHAIR: MATT STATLER AND
WENDELIN KÜPERS & PARTICIPANTS

Sari S.A. Mattila

WISE ORGANISATIONS, UNWISE PEOPLE OR
THE OTHER WAY AROUND? UNDERSTANDING
PHRONESIS THROUGH OPEN SYSTEMS

Trygve Steiro, Christian Moldjord,
Kristian Firing and Pål Fredriksen

PHRONESIS IN AN OPERATIVE CONTEXT

Bernd Kleimann

UNIVERSITY PRESIDENTS AS WISE LEADERS?
AN ARISTOTELIAN APPROACH TO UNIVERSITY
LEADERSHIP IN GERMAN HIGHER EDUCATION

SESSION III:

THURSDAY, JULY 1, 14:00–15:30
Location: Fac. de Economia, room 244

ROUND TABLE

CHAIR: MATT STATLER AND
WENDELIN KÜPERS & PARTICIPANTS

Ludmila Zubkova and Dmitry Murzin

WISDOM AS RIGHT DECISION MAKING
Miruna Radu, Renaud Redien-Collot
and Noreen O'Shea

THE IMPACT OF FORMAL ENTREPRENEURIAL
MENTORING ON WISDOM ACQUISITION AND
TRANSMISSION: A DIALOGICAL AND RELA-
TIONAL PHENOMENON



Taran Patel, Dominique Steiler
and Marion Trousselard
MINDFULNESS AND RESEARCH IN
BUSINESS SCHOOLS

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 244

ROUND TABLE

CHAIR: MATT STATLER AND
WENDELIN KÜPERS & PARTICIPANTS

Vasiliki Baka

TOWARDS A DECONSTRUCTION OF
COLLECTIVELY PRODUCED WISDOM AS
AN ORGANISATIONAL TOOL IN THE
CONTEXT OF WEB 2.0

Louise Grisoni and Hugo Gaggiotti

MEMORY IS THE MOTHER OF ALL WISDOM:
EXPLORING ORGANIZATIONAL MEMORY
AND FORGETTING AND ITS CONTRIBUTION
TO WISDOM

Chellie Margaret Spiller, Ljiljana Erakovic,
Manuka Henare and Edwina Pio

APPLIED WISDOM AT WORK: STORIES OF HOW
MĀORI ORGANIZATIONS CREATE WELL-BEING
AND WEALTH

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 244

ROUND TABLE

CHAIR: MATT STATLER AND
WENDELIN KÜPERS & PARTICIPANTS

Nurit Zaidman and Ofra Goldstein-Gidoni

SPIRITUALITY IN ORGANIZATIONS:
A CLASH BETWEEN TWO PARADIGMS

Mark G. Edwards

IS THAT WISE? A TYPOLOGY FOR
ORGANISATIONAL WISDOM IN TIMES OF CRISIS

FINAL ROUND ON REFLECTING ABOUT
THE STREAM AND NEXT STEPS
INFORMATION ABOUT A PLANNED
WISDOM SYMPOSIUM ON INTEGRAL WISDOM
AT MASSEY UNIVERSITY, AUCKLAND NEW
ZEALAND 2011

SUB-THEME

13

Space in Interorganizational Relations: Place, Proximity, and Localization

CONVENORS:

Udo Staber, University of Canterbury,
Christchurch, New Zealand,
udo.staber@canterbury.ac.nz
Mark Lorenzen, Copenhagen Business
School, Copenhagen, Denmark
mark@cbs.dk
Indre Maurer, Cologne University, Cologne,
Germany, maurer@wiso.uni-koeln.de

SESSION I:

THURSDAY, JULY 1, 09:00-10:30
Location: SANA Malhoa Hotel, Sala Belem II

INTRODUCTION: KEY THEMES

CHAIR: UDO STABER,
MARK LORENZEN AND
INDRE MAURER

Gernot Grabher and Oliver Ibert

DISTANCE AS ASSET? COLLABORATIVE
KNOWLEDGE PRODUCTION IN HYBRID
VIRTUAL COMMUNITIES

Discussants: Volker Spelthann
and Axel Haunschild

Volker Spelthann and Axel Haunschild

SPACE-PLACE-CREATIVITY:
THE LOCATIONAL HETERARCHY OF
VISUAL EFFECTS PRODUCTION

Discussants: Gernot Grabher
and Oliver Ibert

SESSION II:

THURSDAY, JULY 1, 11:00-12:30
Location: SANA Malhoa Hotel, Sala Belem II

SOCIAL NETWORKS

CHAIR: INDRE MAURER

Steffen Dörhöfer and Christoph Minnig

CONSTRUCTING REGIONAL SPACES - SOCIAL
CAPITAL, CULTURE AND PROXIMITY

Discussant: Fabio Fonti

Marc D. Bahlmann, Tom Elfring, Peter
Groenewegen and Marleen H. Huysman

DOES DISTANCE MATTER? AN EGO-NETWORK
APPROACH TOWARDS THE KNOWLEDGE-
BASED THEORY OF CLUSTERS

Discussants: Steffen Dörhöfer and
Christoph Minnig

Fabio Fonti

NETWORKS AND SPACE: RECONSIDERING
THE EFFECTS OF LOCALES ON FIRM'S
PERFORMANCE

Discussant: Marc D. Bahlmann

SESSION III:

THURSDAY, JULY 1, 14:00-15:30
Location: SANA Malhoa Hotel, Sala Belem II

RESOURCES AND LOCATION

CHAIR: MARK LORENZEN

Joris Knobben

THE GEOGRAPHICAL DISTANCE OF
RELOCATION SEARCH: AN EXTENDED
RESOURCE BASED PERSPECTIVE

Discussants: Manuela Presutti,
Cristina Boari and Antonio Majocchi

Manuela Presutti, Cristina Boari
and Antonio Majocchi

INTER-ORGANIZATIONAL GEOGRAPHICAL
PROXIMITY AND LOCAL START-UP'S KNOWL-
EDGE ACQUISITION: A DYNAMIC APPROACH

Discussant: Philipp Meyer

Rui J.P. de Figueiredo Jr.,

Philipp Meyer and Evan Rawley

THE EFFECT OF PARENT FIRM LOCATION ON
THE PERFORMANCE OF ENTREPRENEURIAL
SPAWNS: EVIDENCE FROM HEDGE FUNDS

Discussant: Joris Knoblen

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: SANA Malhoa Hotel, Sala Belem II

RELATIONS AND SPACE

CHAIR: UDO STABER

Marco Paiola

PHYSICAL AND RELATIONAL SPACE IN THE
DEVELOPMENT OF GLOBAL COMPLEX
SOFTWARE SOLUTIONS: THE CASE OF THE
FASHION & RETAIL INDUSTRY IN ITALY

Discussant: Leanne Cutcher

Leanne Cutcher

'GLOCALIZED' BANKING: THE INTERPLAY
BETWEEN THE GLOBAL AND THE LOCAL
IN COMMUNITY BANKING IN AUSTRALIA

Discussant: Elodie Loubaresse

Elodie Loubaresse

THE INSTITUTIONALIZATION OF
INTERCLUSTERING PRACTICES:
PACKAGING FRANCE'S CASE

Discussant: Marco Paiola

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: SANA Malhoa Hotel, Sala Belem II

INSTITUTIONS AND VALUE CHAINS

CHAIR: INDRE MAURER

Susan McGrath-Champ, Al Rainnie
and Andrew Herod

SPATIAL PERSPECTIVES ON GLOBAL
VALUE CHAINS

Discussant: Jocelyne Barreau

Hélène Delacour, Assâad El Akremi
and Sébastien Liarte

DOES SPACE STILL MATTER IN
INTER-ORGANIZATIONAL RELATIONS?
GEOGRAPHICAL VS. ORGANIZED PROXIMITY
BETWEEN AIRBUS AND ITS SUBCONTRACTORS
IN THE A380 PROGRAM

Discussants: Susan McGrath-Champ
and Al Rainnie

Jocelyne Barreau and Angélique Ngaha

ARE IFAS USEFUL INSTRUMENTS FOR
THE TRADE UNIONS?

Discussants: Sébastien Liarte,

Hélène Delacour and Assâad El Akremi

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: SANA Malhoa Hotel, Sala Belem II

COOPERATION AND COMPETITION

CHAIR: MARK LORENZEN

Julie Tixier

INNOVATION WITHIN POLES OF
COMPETITIVENESS BETWEEN LOCAL
EMBEDDINGS AND INTERNATIONAL
AMBITION: IN SEARCH OF PROXIMITY

Discussant: Friedemann Koll

Rani J. Dang and Catherine Thomas

SMALL FIRMS' ACCESS TO TERRITORIAL
INNOVATION DYNAMICS - A KNOWLEDGE
BASED PERSPECTIVE

Discussant: Julie Tixier

Friedemann Koll and Tilman Rüsike

LEAVING WELL-TRODDEN PATHS?
EMERGING REGIONAL FIELDS OF
ELECTROMOBILITY IN GERMANY

Discussants: Rani J. Dang and

Catherine Thomas

SUB-THEME

14

National Culture and Globalization: Articulations and Interplay

CONVENORS:

Annick Bourguignon, ESSEC Business School, France, bourguignon@essec.fr
 Hanne Nørreklit, School of Business, Aarhus University, Denmark, Hann@asb.dk
 Jacqueline de Bony, CNRS, LISE (CNRS/CNAM) Paris, France, j@jdebony.com

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Centro Digital, room “Asia”

HUMAN RESOURCE MANAGEMENT 1

CHAIR: ANNICK BOURGUIGNON

[Eric Davoine](#) and [Oliver Schröter](#)

HOW “SWISS” ARE THE HR-PRACTICES OF SWISS SUBSIDIARIES OF MULTINATIONAL COMPANIES?

[Biljana Bogičević Milikić](#)

and [Nebojša Janićijević](#)

GLOBALIZATION AND CONVERGENCE OF HUMAN RESOURCE MANAGEMENT PRACTICES IN TRANSITION ECONOMIES: THE CASE OF SERBIA

[Andreas König](#), [Angela Fehn](#) and [Albrecht Enders](#)

HOW CAN DECISION MAKERS USE METAPHORS TO COMMUNICATE STRATEGY IN MULTINATIONAL ORGANIZATIONS? A COMPARATIVE LINGUISTIC MODEL

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Centro Digital, room “Asia”

GLOCALIZATION 1

CHAIR: JACQUELINE DE BONY

[Mai Skjøtt Linneberg](#)

PROVIDING LOCALITY TO GLOBAL STANDARDS: THE CASE OF MULTILEVEL STANDARDIZATION IN ORGANIC AGRICULTURE

[Margrethe Sövik](#)

GLOBAL RECIPES FOR LOCAL DISHES?

THE FAILURE OF A TRANSNATIONAL NETWORK IN THE BALTIC SEA REGION WHEN TRANSLATING GLOBAL IDEAS INTO A DIVERSIFIED LOCAL SETTING

[Christian Hirt](#)

CULTURAL ‘GLOCALIZATION’ IN SOUTH-EAST EUROPE – THE CASE OF BOSNIA AND HERZEGOVINA

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Centro Digital, room “Asia”

GLOCALIZATION 2

CHAIR: ANNICK BOURGUIGNON

[Mette Zølner](#) and [Martine Gertsen](#)

FROM RIDING ON LOCAL WAVES TO BECOMING PART OF A CORPORATE TIDE: A CORPORATE CULTURE CASE FROM BANGALORE

Akil Amiraly and Anuradha Kanniganti

THE “GLOCALIZATION” OF THE FRENCH
WATER-METER IN INDIA

Nikolaj Kure, Hanne Nørreklit,

Philipp Schröder and Mai Linneberg

THE LOCAL CONSTRUCTION OF THE
RESEARCHER IN THE GLOBAL CONTEXT
OF PERFORMANCE EVALUATION

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Centro Digital, room “Asia”

MODELS OF CULTURE

CHAIR: HANNE NØRREKLIT

Mathieu Chauvet and

Anne-Sophie Fernandez

MANAGEMENT OF CULTURAL DIVERSITY IN
GLOBAL COMPANIES: BETWEEN DISCOURSES
AND PRACTICES

Annick Bourguignon

and Jacqueline de Bony

CULTURAL STUDIES IN MANAGEMENT:
PRACTICE MATTERS

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Centro Digital, room “Asia”

HUMAN RESOURCE MANAGEMENT 2

CHAIR: HANNE NØRREKLIT

Yochanan Altman, Lilach Sagiv

and Yong Han

NATIONAL CULTURE AND ORGANIZATIONAL
PROCESSES: THE PRACTICE OF RECRUIT-
MENT & SELECTION (A SINO-ANGLO-SAXON
COMPARISON)

Charles H. Besseyre des Horts

LOCALISATION OF HRM GLOBAL PRACTICES:

THE CASE OF FRENCH FIRMS IN CHINA

Maya K. Kroumova and Mila B. Lazarova

VARIABLE PAY, NATIONAL CULTURE,
AND FIRM PERFORMANCE

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Centro Digital, room “Asia”

GLOCALIZATION 3

CHAIR: HANNE NØRREKLIT

Ronald George Kerr and Sarah Robinson

SCOTTISH BANKS IN GLOBALISING FIELDS:
TRACKING THE CONTRIBUTION OF THE
SCOTTISH BANKERS TO THE BANKING
CRISIS OF 2008-2009

Catalin Ratiu and Rick Molz

ENTRY STRATEGIES OF HUNGARIAN SMALL
AND MEDIUM SIZED ENTERPRISES INTO
MATURE MARKET ECONOMIES

SESSION VI:

SATURDAY, JULY 3, 11:00-12:30

Location: Centro Digital, room “Asia”

CULTURAL IDENTITIES

CHAIR: JACQUELINE DE BONY

Guilherme Azevedo

THE “PORTUGUESE IMAGINARY EMPIRE” AND
THE ENCOUNTER OF TWO GLOBALIZATIONS

Noriko Yagi and Jill Kleinberg

RETHINKING THE IMPLICATIONS OF
NATIONAL CULTURE

SUB-THEME

15

Leveraging the Sociocultural Dynamics in Alliances, Mergers and Acquisitions

CONVENORS:

Günter K. Stahl, WU Vienna University of Economics and Business, Austria, guenter.stahl@wu.ac.at

Yaakov Weber, College of Management at Rishon Lezion, Israel, yweber@bezeqint.net

Philippe Very, EDHEC Business School, France, philippe.very@edhec.edu

COORDINATOR:

Shlomo Yedidia Tarba, The Open University, Israel, tarba2003@gmail.com

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: ISEGI, Sala 5

STRATEGIC ALLIANCES AND JOINT VENTURES: FORMATION, PERFORMANCE AND CONTROL

CHAIR: NIELS G. NOORDERHAVEN

Sergio Luis Seloti Jr.

STRATEGIC ALLIANCE FORMATION:

A NARRATIVE SENSEMAKING EVENT

Niels G. Noorderhaven, Thijs J.P. Peeters and John van den Elst

ENACTING THE ALLIANCE: TOWARDS A ROLE-BASED THEORY OF ALLIANCE IMPLEMENTATION

Hicham Sebti

A STORY OF ALLIANCE: A DYNAMIC APPROACH OF ALLIANCES GOVERNANCE THROUGH THE RELATIONSHIP LIFE CYCLE

Triki Dorra and Dikmen Laure

TOWARD UNDERSTANDING INTERNATIONAL JOINT CENTURE CONTROL AND PERFORMANCE IN EMERGING COUNTRIES: PERSPECTIVES OF TURKISH FIRMS

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: ISEGI, Sala 5

DYNAMICS, SUCCESS FACTORS, AND RESEARCH METHODS IN M&A

CHAIR: AUDREY ROUZIES

Elina Happonen, Satu Teerikangas and Tomi Laamanen

DYNAMICS OF THE PRE-ACQUISITION DECISION-MAKING PROCESS

Audrey Rouzies

MIXED METHODS RESEARCH: A USEFUL RESEARCH DESIGN TO ANALYZE SOCIOCULTURAL PROCESSES IN THE STUDY OF M&AS

Athina Vasilaki

SUCCESS FACTORS IN DOMESTIC AND CROSS-BORDER ACQUISITIONS

Emanuel Gomes, Yaakov Weber, Duncan Angwin and Shlomo Yedidia Tarba

TOWARDS AN EXPLANATORY FRAMEWORK FOR M&A ANALYSIS

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: ISEGI, Sala 5

**TRUST BUILDING AND SYNERGY
REALIZATION DURING SOCIOCUL-
TURAL INTEGRATION IN M&A**

CHAIR: MIKAEL SØNDERGAARD

Alexei Koveshnikov

THE IMPACT OF CULTURAL STEREOTYPES
ON INSTITUTIONAL TRUST IN CROSS-BORDER
BUSINESS ACTIVITIES: A CASE STUDY OF A
FINLAND-BASED MNC IN RUSSIA

*Kathrin Köster, Britta Baumeister
and Günter K. Stahl*

CHINESE COMPANIES GOING GLOBAL -
A NEW PERSPECTIVE ON LENOVO'S
INTEGRATION OF IBM'S PC DIVISION

Mélanie Raukko

THE CHALLENGES OF VALUE CREATION AND
SYNERGY REALIZATION IN CROSS-BORDER
ACQUISITIONS. EVIDENCE FROM AN INDIAN-
EUROPEAN ACQUISITION IN THE IT FIELD

Mikael Søndergaard

SOCIAL-CULTURAL DIMENSIONS OF THE POST
MERGER INTEGRATION OF A TRANSNATIONAL
MERGER IN THE CASE OF ARLA FOODS
MERGING TWO COOPERATIVES WITH SMALL
CULTURAL DIFFERENCES BETWEEN FIRMS

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: ISEGI, Sala 5

**LEARNING AND KNOWLEDGE
TRANSFER IN M&A**

CHAIR: PAULINA JUNNI

Paulina Junni and Riikka Sarala

KNOWLEDGE TRANSFER IN MERGERS AND
ACQUISITIONS: THE EFFECTS OF ABSORPTIVE
AND DISSEMINATIVE CAPACITY, CULTURAL
CROSSVERGENCE AND KNOWLEDGE COMPLE-
MENTARITY

*Daniel Pardini, Renata Veloso Santos
and Denise Campos Chaves Machado*

INTRA AND INTERORGANIZATIONAL
LEARNING IN RELATED ACQUISITIONS
Natalia Khoroshkova and Timo Vuori
ON THE ROLE OF CAUSAL KNOWLEDGE IN
INFLUENCING THE LEARNING EFFECTS OF
REFLECTION IN ACQUISITION LEARNING

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: ISEGI, Sala 5

**EMPLOYEE RESISTANCE, HUMAN
RESOURCE MANAGEMENT, AND
SENSEMAKING IN POST-MERGER
INTEGRATION**

CHAIR: SHLOMO YEDIDIA TARBA

Samia Chreim and Marzieh Tafaghod

FRAMES, PARADOX AND SENSEMAKING IN
INTEGRATION OF SERIALY ACQUIRED
ENTREPRENEURIAL FIRMS

Gary Kokk

RESISTANCE TO CHANGE AMONG ACQUIRED
EXECUTIVES: THE ROLE OF ORGANIZATIONAL
INJUSTICE

Nicola Mirc

THE HUMAN FACTOR IN M&A PERFORMANCE -
INSIGHTS FROM THEORY AND PRACTICE
*Yaakov Weber, Shlomo Yedidia Tarba
and Haim Benyamini*

"ABIC AND IT'LL PASS ... TO TEVA" - TEVA'S
ACQUISITION OF ABIC IN 1988 - CASE ANALYSIS:
ANATOMY OF THE INTEGRATION PROCESS

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: ISEG, Sala 5

**IDENTIFICATION AND
ACCULTURATION IN M&A**

CHAIR: PHILIPPE VERY

Nóra Szűcs and Andrea Toarniczky

MULTIPLE IDENTIFICATIONS DURING
MERGERS AND ACQUISITIONS IN DETAIL –
HELP FOR DESPERATE MANAGERS IN
THE MERGER AND ACQUISITIONS'
INTEGRATION PROCESS

Harun Emre Yildiz

NOT ALL DIFFERENCES ARE THE SAME:
THE ROLE OF STATUS AND SIMILARITY IN
SOCIOCULTURAL INTEGRATION IN M&AS

Kathleen Marshall Park
and Dave Bouckennooghe

WAVES OF MERGERS, WAVES OF
GLOBALIZATION AND WAVES OF CHANGE?
MEDIA INTERPRETATIONS OF THE
SOCIAL-STRATEGIC DYNAMICS IN A LARGE
INTERNATIONAL BANKING ACQUISITION

Muriel Durand

COMPARISON OF TWO MEASURES OF
CULTURAL DISTANCE: VALIDATING INDIVIDUAL
LEVEL MEASURE OF THE PERCEPTION OF
CULTURAL DISTANCE

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: ISEG, Sala 5

**ROUND TABLE: THE FUTURE OF
SOCIOCULTURAL INTEGRATION
RESEARCH IN M&A AND STRATEGIC
ALLIANCES**

CHAIR: GÜNTER K. STAHL



SUB-THEME

16

Investigation Organization as Becoming in a World on the Move

CONVENORS:

Robin Holt, University of Liverpool
Management School, Liverpool, UK,
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Tore Bakken, Norwegian School of
Management, Oslo, Norway,
tore.bakken@bi.no

Tor Hernes, Professor of Organization
Theory, Copenhagen Business School,
Denmark, th.ioa@cbs.dk

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Centro Digital, room "Europe"

TEMPORALITY

CHAIR: ROBIN HOLT

Mark Thompson

ONTOLOGICAL CREEP WITHIN ORGANISA-
TION STUDIES - THE CASE OF COMMUNITIES
OF PRACTICE

Mike Zundel and A. Paul Spee

THE USE OF NARRATIVE TECHNIQUES
FOR STUDYING PROCESS

Tor Hernes and Majken Schultz

THE TEMPORAL CONSTRUCTION OF
ORGANIZATIONAL IDENTITY

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Centro Digital, room "Europe"

CONSIDERATIONS OF SELF

CHAIR: ROBERT CHIA

Sara Zaeemdar and Richard Badham

THE TRAGEDY OF A DEVIL'S ADVOCATE:
A POSITIONING APPROACH TO THE LIVED
EXPERIENCE OF FRAME-BREAKING

Ulrik Brandt and Bente Elkjaer

RESEARCHING ENTERPRISES BETWEEN
ORGANISATION AND ORGANISING

Jenny Helin and Leif Melin

RESEARCH PRACTICES FOR UNDERSTANDING
ORGANIZATIONAL BECOMING FROM 'WITHIN':
A DIALOGUE PERSPECTIVE

Anna Wozniak

JACQUES LACAN, THE IMAGINARY AND THE
IMPOSSIBILITY OF THE PROCESS-THINKING

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Centro Digital, room "Europe"

NARRATIVES

CHAIR: ANDREAS RASCHE

John Sillince and Barbara Simpson

STRATEGY AS THE INTEGRATION OF PAST
AND FUTURE ORIENTATION

Andrea Whittle and Frank Mueller

BANKERS IN THE DOCK: MORAL STORYTELL-
ING IN ACTION

Mairi Maclean, Robert Chia and
Charles Harvey

SENSEMAKING AND THE BECOMING OF
ORGANIZATIONAL ELITES

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: Centro Digital, room “Europe”

LAW AND VIRTUE

CHAIR: BARBARA SIMPSON

Andreas Rasche and Dirk Gilbert

‘BECOMING’ RESPONSIBLE –

A HARD LOOK AT SOFT LAW

Christiane Mossin

LAW AS BECOMING: THE MULTIPLE LOGICS
OF LAW INVESTIGATING LAW WITHIN THE
TENSIONS OF DECISIONISM, HORIZON AND
MULTIPLICITY

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: Centro Digital, room “Europe”

ONGOING ORGANIZATION

CHAIR: ANDREA WHITTLE

Karen Verduyn and Ida Sabelis

ENTREPRENEURING AS RHYTHM

Dennis Schoeneborn

ENCAPSULATING CONTINGENCY IN TEMPORAL-
ITY: A PROCESS PERSPECTIVE ON PROJECT
ORGANIZATION

Elisabet Sørfjorddal Hauge

MUSICIANS BECOMING ENTREPRENEURS IN A
WORLD ON THE MOVE. A PHENOMENOLOGI-
CAL VIEW OF OPPORTUNITY RECOGNITION

Viviane Sergi and Consuelo Vásquez

PROCESSING THE PROJECT: LEARNING
ABOUT BECOMING THROUGH THE STUDY
OF PROJECTS

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: Centro Digital, room “Europe”

LINES OF FLIGHT

CHAIR: TORE BAKKEN

Martin A. Wood

LINES OF FLIGHT: EVERYDAY RESISTANCE
ALONG ENGLAND’S BACKBONE

Kosuke Mizukoshi, Mari Yoshida and

Masato Hiruma

BACKWARD CAUSATION MAKES INTENTIONS
AND UNINTENDED OUTCOMES. A MEANING
OF PRACTICE THEORY

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Centro Digital, room “Europe”

MATERIALITY

CHAIR: TOR HERNES

Satu Reijonen and Kjell Tryggestad

CONTESTED AND COMPATIBLE ENVIRON-
MENTS: ON THE POSSIBILITY OF A GREEN
MARKET

Roger Dunbar, Raghu Garud and

Suresh Kotha

AN ACTOR NETWORK CASE: STEINWAY
AND SONS

Maria Theresia Hopfgartner and

Simon Grand

ORGANIZING FOR OUTCOMES. CREATION
AS BECOMING IN HAUTE COUTURE



SUB-THEME

17

Organizing Slow Answer(s)

CONVENORS:

Hugo Letiche, Universiteit voor
Humanistiek, Utrecht, The Netherlands,
h.letiche@uvh.nl
Heather Hopfl, Essex University,
Colchester, UK, hopfl@essex.ac.uk
Jean-Luc Moriceau, INT,
l'Université Sud-Paris, Evry, France,
jean-luc.moriceau@int-evry.fr

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Faculdade de Direito, Auditório

Hugo Letiche

SLOW

Elena Bendien

QUICK-FIT VERSUS SLOW (SELF)-CARE:

PARADOXES OF AGEING

Marie-Astrid Le Theule

PERFUME: THE TIME FROM CREATION TO
ENCOUNTER

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Faculdade de Direito, Auditório

Hilde Ham

EMPATHY: ATTITUDE IS WHAT COUNTS.

MAKE HASTE SLOWLY

Philippe Mairesse

A CASE OF SLOW WRITING -

ON MY ATTEMPT TO OVERCOME THE BREACH
BETWEEN PRACTICE AND RESEARCH BY
DESCRIBING A BREACHING EXPERIMENT ON
GROUP DISCUSSIONS

Sanjiv Dugal and Brower Hatcher

CREATIVE COMMUNITIES THROUGH INTERNAL
CONVERSATION AND SOCIAL REFLEXIVITY

Jerzy Kociatkiewicz and Monika Kostera

SLOW AND FAST: AN EXPERIENTIAL
DIALOGUE

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Faculdade de Direito, Auditório

David Jones

'SLOW IS BEAUTIFUL' IN THE 'BIOPHILIC UNI-
VERSITY' - COULD VIEWING ORGANISATION-
AL GREENING AS A 'RESTORATIVE EXPERI-
ENCE' OFFER A NEW HEURISTIC METAPHOR?

Loes Houweling

CROWDED DANCE FLOOR

**Clive Holtham, Victoria Ward and
Allan Owens**

SLOW KNOWLEDGE WORK - DESIGNING
SPACE AND LEARNING

Marc Steen and Steven Dhondt

SLOW INNOVATION

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Faculdade de Direito, Auditório
 Donncha Kavanagh, Geoff Lightfoot and
 Simon Lilley

THE INERTIA MOVEMENT

Sylvaine Mercuri and
 Aline Pereira Pündrich

CAN SLOW THINKING REINFORCE THE
 RESULTS OF CORPORATE SOCIAL RESPONSIB-
 ILITY STRATEGIES? AN ANALYSIS OF DECI-
 SION MAKING PROCESS INSIDE GOOGLE INC.
 FRANCE AND BRAZIL

Patricia Mendonça,
 Paula Chies Schommer and
 Letícia Dias Fantinel

SLOWING DOWN IN BAHIA: CARPE DIEM OR
 A PRODUCT OF THE CULTURAL INDUSTRY?

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Faculdade de Direito, Auditório
 Jonathan Gosling

WELCOME TO THE SLOW FIX

Isabella Freitas Gouveia de Vasconcelos,
 Jacques Jaussaud, Leni Hidalgo Nunes and
 Flavio Carvalho de Vasconcelos

SLOW THINKING, DECISION MAKING PROCESS
 AND EXPATRIATION: AN EXPLORATORY STUDY
 Elvin Zoet

SLOWING DOWN TO MAKE SENSE OF
 JAPANESE INVESTOR RELATIONS

Robert van Boeschoten

DIGITAL MEDIA NEED TO SLOW DOWN IN
 ORDER TO MAKE SENSE

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Faculdade de Direito, Auditório
 Stephen Linstead and Garance Maréchal

"WE HAD SUCH FUN!" TV CHEFS AND THE
 POSTWAR MEDIA POPULARIZATION OF
 FRENCH CUISINE

Vincent Pieterse

FAST PERFORMANCES AND SLOW VALUES

Takaya Kawamura, Chisako Takashima,
 Yusuke Inoue, Naoya Takayanagi,
 Tamaki Bitoh and Yujin Yamada

HOW MODERN FOOD HAS BECOME FASTER?

LESSONS FROM THE TRANSFORMATION OF
 JAPANESE DIETARY CULTURE IN THE 1960S
 AND 1970S

Yoshiko Suzuki

WHY SLOWNESS OCCURS IN FAMILY-OWNED
 BUSINESS SUCCESSIONS IN JAPAN

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Faculdade de Direito, Auditório
 David Weir

THEY KNEW HOW TO SLOW THE
 GAME DOWN

Frans W. Melissen and
 Marc B. Stierand

STROLLING INTO ORGANISATIONS
 OF THE FUTURE

Chris Kuiper

THE ANSWER? SLOW (RE-)CONSIDERATION:
 THE CONSTRUCTION OF AN INNOVATION IN
 SOCIAL PRACTICE: DECONSTRUCTION FOR
 THE BENEFIT OF (RE-)CONSIDERATION

Ernestina Giudici, Cinzia Dessì,
 Michela Floris and Silvia Dessì

SLOW TOURISM: THE FARM HOLIDAYS'

CHALLENGE FOR SUSTAINABLE
 SOCIO-ECONOMIC DEVELOPMENT

Ton Bruining

SLOW ANSWERS & FAST ANSWERS
 CONCERNING ORGANISATIONAL LIFE. THE
 GOOD & THE BAD, THE BEAUTY & THE UGLY

SUB-THEME

18

Coordination in Action: Practices of Coordination and the Coordination of Organizational Practices

CONVENORS:

Davide Nicolini, Warwick Business School,
UK, davide.nicolini@wbs.ac.uk

Paul Carlile, Boston University, USA,
carlile@bu.edu

Jeanne Mengis, Warwick Business School,
UK, and University of Lugano,
Switzerland, jeanne.mengis@wbs.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Fac. de Economia, room A 14

INDIVIDUAL SESSION:

MATERIALITY AND COORDINATION

CHAIR: PAUL CARLILE

Carsten Østerlund, Steve Sawyer
and Elizabeth Kaziunas

DOCUMENTING WORK: A METHODOLOGICAL
WINDOW INTO COORDINATION IN ACTION

Nikiforos S. Panourgias, Joe Nandhakumar
and Harry Scarbrought

MATERIAL PRACTICES OF COORDINATION
AND INNOVATION IN THE DESIGN AND
DEVELOPMENT OF COMPUTER GAMES

Marie-Léandre Gomez and Isabelle Bouty

MATERIALITY MATTERS: INTERMEDIARY OB-
JECTS AS COORDINATION PLATFORM

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room A 14

INDIVIDUAL SESSION:

MATERIAL CONVERSATIONS

CHAIR: DAVIDE NICOLINI

Lorna Heaton, Florence Millerand
and Serge Proulx

THE ROLE OF COLLABORATIVE TOOLS IN
MAKING COORDINATION SUSTAINABLE:

THE CASE OF *TELA BOTANICA*

Sandrine Virgili and Frédéric Bornarel

DESIGN OF ERP TECHNOLOGY AS A

SOCIO-MATERIAL CONSTRUCTION DYNAMICS:

PROPOSAL FOR A COMMUNICATION MODEL

APPLIED TO AN ERP DEVELOPMENT IN A
LARGE ENTERPRISE

POSTER SESSION

CHAIR: DAVIDE NICOLINI

Tomas Farchi

KNOWLEDGE DOMAINS, IDENTITY AND
COLLABORATION ACROSS DISCIPLINARY
BOUNDARIES IN THE BRITISH NHS

Nassera Touati, Lise Lamothe
and Charo Rodríguez

UNDERSTANDING INTRAPROFESSIONAL
COLLABORATION ACROSS ORGANIZATIONAL
BOUNDARIES: THE CASE OF PHYSICIANS

Frank Bakema and Hans Berends

HEEDFUL INTERRELATING AS A CULTURAL
COORDINATION MECHANISM FOR FLEXIBLE
KNOWLEDGE INTEGRATION

Alex Wright

CONSULTANTS AND THEIR CLIENTS:
COORDINATING THE PRACTICE OF
CONSULTANCY WORK

Juliane Jarke

COORDINATING WORK IN A VIRTUAL
COMMUNITY OF PRACTICE: A PROXIMAL VIEW

François Pichault, Isabelle Bouty,
Carole Drucker-Godard, Jean Nizet,
Cécile Godé-Sanchez and Pascal Lièvre

COORDINATION PRACTICES IN EXTREME
SITUATION: CASE STUDIES, ANALYTICAL
FRAMEWORK AND METHODOLOGICAL STAKES

Mattias Jacobsson

ON THE DYNAMICS OF COORDINATION IN
TEMPORARY ORGANIZATIONS

Ching-Fang Lee

OBJECT AND ADAPTIVE LEARNING: THE CASE
OF TROUBLESHOOTING BY COLLABORATION
IN SEMICONDUCTOR FABRICATION

John Brocklesby

COORDINATING EXPERTISE IN THE FIGHT
AGAINST GLOBAL CRIME

Damien Mourey

COORDINATION IN INTER-ORGANIZATIONAL
LIFE. THE NOT SO OBVIOUS UNFOLDING OF A
CATEGORY MANAGEMENT APPROACH IN THE
RETAIL BUSINESS IN FRANCE

Kasia Zdunczyk

RELATIONAL BOUNDARIES IN KNOWLEDGE-
RELATED COLLABORATION

Carlo Rizzi

COORDINATION FOUNDATIONS:
ENROLLING MATERIALITY

Christine Räisänen and
Ann-Charlotte Stenberg

HOW DIALOGUE COORDINATES
PERSPECTIVES TO ENABLE SENSE MAKING?
POLYPHONIC UTTERANCES OVER TIME AND
SPACE TO MEDIATE ACTION

Ravi Dar

DASHBOARD COORDINATION AND
COMMUNITY. DISCOURSES OF AND
PRACTICES FOR ONE TRUTH

Sören Augustinsson and Ulf Ericsson

CONSEQUENCES FOR COLLABORATION
BETWEEN DIFFERENT PROFESSIONALS AND
DEPARTMENTS IN PUBLIC ORGANISATIONS:
LISBON STRATEGY AND EU 2020 - STRATE-
GIES THAT NEVER COME TRUE?

Emmanouil Gkeredakis

ADVANCING THE NOTION OF COORDINATION
IN ORGANIZATIONS: DISTINGUISHING
BETWEEN INTERACTIONAL AND
CONVENTIONAL COORDINATION

Monique Ziebro

ASKING THE RIGHT QUESTIONS: THE ROLE
OF INQUIRY IN INITIATING INFORMATION
EXCHANGES AND COORDINATIVE BEHAVIORS
ACROSS FUNCTION

Lars Kristian Rye

USING SPECIALIZED KNOWLEDGE IN VIRTUAL
WORK TEAMS: THE CASE OF COORDINATION
IN TELEMEDICAL TEAMS

Katerina Voutsina, Dimitra Petrakaki
and Maha Shaikh

THE SHIFTING CONCEPTUALISATION OF WORK
COORDINATION IN CHANGING ORGANISA-
TIONAL FORMS: AN OPEN SOURCE EXAMPLE

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Fac. de Economia, room A 14

INDIVIDUAL SESSION: COORDINA- TION AS COMMUNICATION

CHAIR: JEANNE MENGIS

Daniel Geiger

REFLEXIVE VERSUS INTUITIVE COLLABORA-
TION: EXPLORING COMMUNICATIVE STRATE-
GIES IN VIRTUAL KNOWLEDGE SHARING

Christian Licoppe, Renato Cudicio
and Serge Proulx

THE DEVELOPMENT OF THE 'QUICK QUESTION'
INSTANT MESSAGING GENRE: SOCIAL NET-
WORKING AND THE MORAL ECONOMY OF CON-
TRIBUTION IN 'CONNECTED' ORGANIZATIONS
Andreas Diedrich and Lars Walter
BOUNDARY STORIES: THE CONSTRUCTION OF
THE VALIDATION CENTER IN WEST SWEDEN

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room A 14

INDIVIDUAL SESSION: EXTENDING COORDINATION - OBJECTS & NETWORKS

CHAIR: PAUL CARLILE

Fleur Deken and Kristina Lauche

COORDINATING THROUGH THE DEVELOPMENT
OF A SHARED OBJECT: AN APPROACH TO
STUDY INTER-ORGANISATIONAL INNOVATION
Agustí Canals and Max Boisot

COORDINATING THROUGH HIGH TECH
BOUNDARY OBJECT: THE CASE OF THE
ATLAS DETECTOR AT CERN

Raghu Garud, Peter Karnøe and Rajiv Nag
DYNAMICS OF AGENCY IN ACTION NETS

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room A 14

INDIVIDUAL SESSION: EXTENDING COLLABORATION - LEADERSHIP & REGIMES

CHAIR: DAVIDE NICOLINI

Simeon Vidolov and Séamas Kelly

A PRAXEOLOGICAL PERSPECTIVE ON COL-
LECTIVE SENSEMAKING AND ITS ORCHESTRA-
TION IN DISTRIBUTED CONTEXTS: AFFECTIV-
ITY AND MATERIALITY

Stéphanie Gagnon, Chantale Mailhot and
Ann Langley

DISTRIBUTED LEADERSHIP PRACTICES IN
THE COORDINATION OF COLLABORATIVE
RESEARCH PROJECTS

Julie Labatut and Nathalie Girard

DYNAMICS OF COOPERATION REGIMES FOR
THE MANAGEMENT OF COMMON GOODS: THE
CASE OF ANIMAL GENETIC RESOURCES IN
FRANCE

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room A 14

INDIVIDUAL SESSION: COORDINAT- ING HIGHLY DISTRIBUTED WORK

CHAIR: JEANNE MENGIS

Ole Dammann and Alfred Kieser

COLLABORATION BETWEEN SPECIALISTS IN
CHEMICAL INNOVATION PROJECTS: MECHA-
NISMS OF KNOWLEDGE INTEGRATION

Ylenia Curzi and Rosana Silveira Reis

THE ACTUAL ONGOING PROCESS OF
COORDINATING COOPERATION IN GLOBALLY
DISTRIBUTED TEAMS

Irene Lorentzen Hepsø and Vidar Hepsø

COORDINATING WORK IN THE REPAIR AND
MODIFICATION OF OFFSHORE PRODUCTION
SYSTEMS

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Fac. de Economia, room A 14

INDIVIDUAL SESSION: NEGOTIA- TION, POWER AND CONTROL

CHAIR: PAUL CARLILE

Jennifer Whyte

CULTURES OF COORDINATION AND CON-
TROL: INTEGRATED SOFTWARE SOLUTIONS
AND NEW FORMS OF ORGANIZING

Natalia Levina and Emmanuelle Vaast

A FIELD-OF-PRACTICE VIEW ON BOUNDARIES
AND BOUNDARY SPANNING: NEGOTIATING
KNOWLEDGE-IN-PRACTICE

SUB-THEME

19

Institutions of Management Knowledge: Development and Role

CONVENORS:

Lars Engwall, Uppsala University, Sweden,
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Matthias Kipping, Schulich School
of Business, Toronto, Canada,
mkippling@schulich.yorku.ca
Behlül Üsdiken, Sabanci University,
Istanbul, Turkey, behlul@sabanciuniv.edu

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: ISEGI, Sala 6

INTRODUCTION AND CONSULTANTS

CHAIR: LARS ENGWALL

Yvette Taminiau, Liselore Berghman
and Irene Skovgaard Smith

"I SHOULD DO MORE OF IT." INFORMAL
CLIENT CONTACTS IN CONSULTANCY ORGA-
NIZATIONS IN SEVEN EUROPEAN COUNTRIES

Discussant: Mehdi Boussebaa

Claudia Groß, Stefan Heusinkveld
and Timothy Clark

THE GURU-CLIENT RELATIONSHIP:
SHEPHERD AND FLOCK OF CO-PRODUCERS
OF MANAGEMENT KNOWLEDGE?

Discussant: Staffan Furusten

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: ISEGI, Sala 6

CONSULTANTS

CHAIR: MATTHIAS KIPPING

Mehdi Boussebaa, Andrew Sturdy
and Glenn Morgan

BETWEEN THE TRANSNATIONAL AND THE
LOCAL? SHARING EXPLICIT KNOWLEDGE AND
INTRAORGANISATIONAL POLITICS IN GLOBAL
PROFESSIONAL SERVICE FIRMS

Discussant: Alessia Sammarra

Staffan Furusten

MANAGEMENT EXPERTS, STANDARDS AND
ORGANIZATIONAL ACTION - ORGANISING
FOR INSTITUTIONAL PRESSURE

Discussant: Yvette Taminiau

Roberto Dandi and Alessia Sammarra

BIRTH OF THE TOOL: THE INTERPLAY
BETWEEN BUSINESS SCHOOLS AND
CONSULTING COMPANIES FOR THE
DIFFUSION OF SOCIAL NETWORK
ANALYSIS AS A MANAGEMENT TOOL

Discussant: Stefan Heusinkveld

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: ISEGI, Sala 6

MANAGERIAL CONCEPTS

CHAIR: BEHLÜL ÜSDIKEN

Florian Scheiber, Dominika Wruk
and Achim Oberg

DISCURSIVE CONNECTEDNESS OF
MANAGEMENT CONCEPTS IN DIFFERENT
SOCIAL SPHERES

Discussant: Sverre Spoelstra

Sverre Spoelstra

THE ROLE OF SCIENTIFIC CHARISMA
IN MANAGEMENT KNOWLEDGE: THE CASE
OF TRANSFORMATIONAL LEADERSHIP

Discussant: Achim Oberg

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: ISEGI, Sala 6

MEDIA

CHAIR: LARS ENGWALL

Maria Grafström and Karolina Windell

BLURRED BOUNDARIES OF MEDIA:
THE CIRCULATION OF A CORPORATE
NEWS STORY ON THE WEB

Discussant: Erik Lakomaa

Christoffer Georg Rydland

INSTITUTIONS OF MANAGEMENT KNOWLEDGE
IN REGIONAL MEDIA COMPANIES 1955-2008

Discussant: Karolina Windell

Erik Lakomaa

TECHNOLOGY, LABOR AND THE RISE
OF A FINANCIAL NEWSPAPER -
DAGENS INDUSTRI 1976-1995

Discussant: Maria Grafström

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: ISEGI, Sala 6

GLOBALIZATION OF BUSINESS SCHOOLS

CHAIR: MATTHIAS KIPPING

Johanna Hofbauer, Alexandre Iellatchitch,
Wolfgang Mayrhofer, Michael Meyer and
Thomas Schneidhofer

JUST ANOTHER BRICK IN THE WALL?
IDIOSYNCRATIC PATHS TO TRANSNATIONAL-
IZATION - THE CASE OF VIENNA UNIVERSITY
OF ECONOMICS AND BUSINESS (WU)

Discussant: Svetlana Serdyukov

Svetlana Serdyukov

GLOBALIZATION OR AMERICANIZATION OF EU-
ROPEAN BUSINESS SCHOOLS? FRENCH MAN-
AGEMENT EDUCATION ON THE CROSSROAD

Discussant: Johanna Hofbauer

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: ISEGI, Sala 6

BUSINESS SCHOOLS

CHAIR: BEHLÜL ÜSDIKEN

Fabien de Gueuser

FIRE THE BUSINESS SCHOOLS?

Discussant: Ayşe Collins

Dialehti Fotopoulou and
Alexandros G. Psychogios

LOCALIZING THE EDUCATIONAL AGENDA? LES-
SONS FROM THE GREEK MBA PROGRAMMES

Discussant: Bill Cooke

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: ISEGI, Sala 6

BUSINESS SCHOOLS AND CONCLUDING DISCUSSION

CHAIR: LARS ENGWALL

Ayşe Collins

WHAT SHOULD WE TEACH? AN EVALUATION
OF UNDERGRADUATE HUMAN RESOURCES
MANAGEMENT COURSE CONTENT FROM THE
PERSPECTIVES OF STUDENTS, INSTRUCTORS
AND PROFESSIONALS

Discussant: Fabien de Gueuser

Rafael Alcadipani da Silveira and Bill Cooke

MICROCOSM OF AMERICANIZATION: WRITING
TEXT BOOKS AT THE SÃO PAULO SCHOOL OF
BUSINESS ADMINISTRATION (EAESP), BRAZIL

Discussant: Alexandros G. Psychogios

SUB-THEME

20

Creative Industries – Paradoxes and Tensions between Local Formats and Global Standards

CONVENORS:

Candace Jones, Boston College, USA,
jonescq@bc.edu
Jesper Strandgaard Pedersen,
Copenhagen Business School, Denmark,
js.ioa@cbs.dk
Silviya Svejnova,
ESADE Business School, Barcelona, Spain,
silviya.svejnova@esade.edu

SESSION I:

THURSDAY, JULY 1, 09:00-10:30
Location: Fac. de Economia, room A 224

GROUP DISCUSSION

CHAIR: JESPER STRANDGAARD
PEDERSEN

Tanja Vilén

FIGHTING FOR THE LOCAL: TENSIONS IN
PRESERVING THE NATIONAL IDENTITY OF AN
OPERA HOUSE IN THE GLOBALIZED FIELD

Paul M. Hirsch

THE RISE AND IMMANENT DECLINE OF
GLOBAL POPULAR CULTURE

Jesper Strandgaard and Silviya Svejnova

WELCOME TO THE SUB-THEME
AND INTRODUCTIONS

SESSION II:

THURSDAY, JULY 1, 11:00-12:30
Location: Fac. de Economia, room A 224

GROUP DISCUSSION

CHAIR: SILVIYA SVEJENOVA

Paul F. Skilton

INTERNATIONAL MOTION PICTURE CO-PRO-
DUCTION: A SURVEY AND EXPLORATION
Isabelle Bouty and Marie-Léandre Gomez
FROM A LOCAL PRACTICE TO AN INTERNA-
TIONAL STANDARD IN HAUTE CUISINE: THE
BIRTH, RISE AND DIFFUSION OF VEGETABLE
GASTRONOMY

Elizabeth Gulledge and Barbara Townley

SCOTTISH PUBLISHING AS A FIELD OF
SMALL SCALE PRODUCTION: PROTECTING
SYMBOLIC CAPITAL

SESSION III:

THURSDAY, JULY 1, 14:00-15:30
Location: Fac. de Economia, room A 224

GROUP DISCUSSION

CHAIR: JESPER STRANDGAARD
PEDERSEN

William M. Foster, Roy Suddaby
and Shahir Safi

ARE SOME CRITICS MORE AUTHENTIC THAN
OTHERS? AN EXPLORATORY STUDY OF THE
IMPACT OF STRUCTURAL LOCATION ON
TELEVISION CRITIC AUTHENTICITY

Pawan W. Bhansing, Mark A. A. M.
Leenders and Nachoem M. Wijnberg
DUAL EXECUTIVE LEADERSHIP IN THE ARTS:
THE INFLUENCE OF SELECTION SYSTEM
ORIENTATION GAPS ON PERFORMANCE
Jonathan Sapsed, Juan Mateos-Garcia
and Andrew Grantham
A SHORT CIRCUITS MODEL OF DIGITAL
CONTENT CREATION

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30
Location: Fac. de Economia, room A 224
GROUP DISCUSSION
CHAIR: SILVIYA SVEJENOVA
Mukti Khaire
FASHIONING AN INDUSTRY: THE INSTITU-
TIONALIZATION OF A NEW INDUSTRY IN THE
ABSENCE OF CONCERTED, CENTRALLY
COORDINATED ACTION
Alison Minkus and Roy Suddaby
ART, COMMERCE AND THE NATION STATE:
CULTURAL ENTREPRENEURSHIP AND
INSTITUTIONAL CHANGE
Pacey Foster
BROKERAGE AND BRICOLAGE:
THE EMERGENCE OF CITATION NETWORKS
IN RAP MUSIC PRODUCTION

SESSION V:

FRIDAY, JULY 2, 11:00-12:30
Location: Fac. de Economia, room A 224
GROUP DISCUSSION
CHAIR: JESPER STRANDGAARD
PEDERSEN
Leonhard Dobusch, Elke Schüßler
and Lauri Wessel
BACKSTAGE: ORGANIZING FIELD-CONFIGUR-
ING EVENTS IN THE GERMAN MUSIC INDUSTRY
Erica Coslor
THE WORLD ON A CALENDAR: COORDINATING
THE GLOBAL ART MARKET THROUGH TIME,
EVENTS, AND LOCATION

Chris Quinn Trank
INSTITUTIONAL WORK IN ART: SOCIOLOGY IN
“DEADWOOD” AND “THE WIRE”

13:30-15:30:

SUB-THEME FIELD EVENT

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30
PARALLEL STREAM

Location: Palacete, breakfast room

**PARALLEL STREAM A:
UNDERSTANDING CREATIVE WORK
(CREATIVE MARKET)**

CHAIR: SILVIYA SVEJENOVA
Annachiara Scapolan
and Fabrizio Montanari
THE BALANCE OF ART AND BUSINESS
BETWEEN LOCAL AND GLOBAL NEEDS:
THE ROLE OF HRM PRACTICES
Francesca Vicentini
PROJECT-BASED ORGANIZATION AND TEAM
COMPOSITION: TOWARD A DEFINITION OF
PROJECT TEAM PERFORMANCE IN THE
TELEVISION MINI SERIES PRODUCTIONS
Hsiao-Ling Chung
CREATING WITH HEALTHY NETWORK TENSION:
THE CASE OF CROSS-PLATFORM CONTENT-
MAKING OF UK INDEPENDENT TV PRODUCTION

Location: Palacete, meeting room

**PARALLEL STREAM B: CREATIVE
TRAJECTORIES AND SPACES
(CREATIVE MARKET)**

CHAIR: JESPER STRANDGAARD
PEDERSEN
Christel Lane
THE GLOBALIZATION OF CULINARY CUL-
TURE? A COMPARISON OF BRITISH AND GER-
MAN HIGH-CLASS RESTAURANTS

Barbara Slavich, Rossella Cappetta and
Severino Salvemini

BEYOND THE PROTOTYPE: NEW TRAJECTORIES
FOR ITALIAN HAUTE CUISINE

Lars Lindkvist

CREATIVE INTERSECTIONS AND ENTREPRE-
NEURSHIP - THE ISLAND OF FURILLEN AS A
PARADISE FOR SUCCESSFUL CREATORS

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

PARALLEL STREAM

Location: Palacete, breakfast room

PARALLEL STREAM A: CREATIVE INDUSTRIES - CREATING DISCOURSES AND INSTITUTIONS (CREATIVE MARKET)

CHAIR: JONATHAN SAPSED

Yuliya Shymko and David Bruce Allen

SOCIOLOGICAL FOUNDATIONS OF SUBSI-
DIZED CULTURAL PRODUCTION

Deborah Jones

TRYING TO HOOK THE MAGICAL FISH:
REVIEWING THE NEW ZEALAND FILM
COMMISSION

Chahira Mehouachi and Patrick Cohendet

UNRAVELING AMBIDEXTERITY IN CREATIVE
INDUSTRIES: THE CASE OF THE VIDEO GAMES
INDUSTRY

Location: Palacete, meeting room

PARALLEL STREAM B: ENTREPRE- NEURS, INSTITUTIONS, AND COM- MUNITIES (CREATIVE MARKET)

CHAIR: CHARLES CLEMENS RÜLING

Jordi Comas and F. Ted Tschang Tschang

CODE RULES: CONFLICTING LOGICS OF PLAY-
ING, PROFITING, AND SHARING IN THE FIELD
OF VIRTUAL WORLDS

Antti Ainamo

THE MAKING OF COMMON SENSE

Santi Furnari

QUIET REVOLUTION: NETWORKS,
AUTHORITY'S MALLEABILITY AND
LIEUTENANT BROKERAGE IN THE
MAKING OF CHICAGO'S MILLENNIUM PARK

12:15-12:30

Candace Jones, Silviya Svejenova,

Jesper Strandgaard Pedersen:

JOINT SESSION FOR CLOSING REMARKS
AND ANNOUNCEMENT OF SPECIAL ISSUE
ON CREATIVE INDUSTRIES (*ORGANIZATION
STUDIES*)

SUB-THEME

21

Microfoundations
of Institutions

CONVENORS:

Julie Battilana, Harvard University, Boston,
USA, jbattilana@hbs.edu

Jaco Lok, University of New South Wales,
Sydney, Australia, j.lok@unsw.edu.au

Walter W. Powell, Stanford University,
Stanford, USA, woodyp@stanford.edu

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: ISEGI, Auditório

INHABITED INSTITUTIONS

CHAIR: WALTER W. POWELL

[Tim Hallett](#)

FROM INHABITED INSTITUTIONS TO AN
INHABITED INSTITUTIONALISM? EXPLORING
THE THEORETICAL POSITION OF INHABITED
INSTITUTIONALISM

[Mark de Rond and Jaco Lok](#)

THOSE WHO DON'T KNOW DON'T NEED
TO KNOW: ON THE MICROFOUNDATIONS
OF ENDOGENOUS AGENCY

[Elena Raviola](#)

HOW INSTITUTIONS WORK. AN
ETHNOGRAPHIC STUDY IN A
NEWSPAPER ORGANIZATION

Discussant: Michel Anteby

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: ISEGI, Auditório

SOURCES OF AND RESPONSES
TO PLURALISM

CHAIR: JACO LOK

[Uchenna Uzo and Johanna Mair](#)

INSTITUTIONAL AMBIGUITY AND INDUSTRY
EMERGENCE: A COMPARATIVE CASE STUDY
OF THE YORUBA AND HAUSA FILM
INDUSTRIES OF NIGERIA

[Marcos Barros](#)

THE INSTITUTIONALIZATION OF QUEBEC
DAYCARE CENTERS: A PROPOSAL FOR A
MICRO-INSTITUTIONAL STUDY BASED ON
ACTIVITY THEORY

[Markus Perkmann and Andre Spicer](#)

THE ROLE OF IDENTIFICATION IN THE
TRANSLATION OF ORGANIZATIONAL
FORMS: THE CASE OF INDYMEDIA

[Anne-Claire Pache and Filipe Santos](#)

INSIDE THE HYBRID ORGANIZATION: AN OR-
GANIZATIONAL LEVEL VIEW OF RESPONSES
TO CONFLICTING INSTITUTIONAL DEMANDS

Discussant: Candace Jones

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: ISEGI, Auditório

COGNITIVE APPROACHES TO INSTITUTIONS

CHAIR: JULIE BATTILANA

David Chandler and Roy Suddaby

IS THERE LIFE AFTER DEATH? REINSTITUTIONALIZATION AND THE MICROFOUNDATIONS OF INSTITUTIONAL CHANGE

Peer C. Fiss, Mark T. Kennedy and Vern L. Glaser

WHAT LIES BENEATH: FRAMING AND THE INSTITUTIONALIZATION OF MARKET CONCEPTIONS

Xiaolan Zheng and Gerardo Patriotta

INSTITUTIONS, SENSEMAKING, AND CRISES OF LEGITIMACY: THE CASE OF NIKE'S SWEATSHOP

James M. Vardaman, John M. Amis and Maria B. Gondo

INSTITUTIONAL CHANGE WITHOUT THEORIZA-TION: EXPLORING THE MICROFOUNDATIONS OF TRANSFORMATION

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: ISEGI, Auditório

DISCOURSE AND RHETORIC

CHAIR: JULIE BATTILANA

Aarti Sharma

DIALOGUE AS AN INSTITUTIONAL CHANGE MECHANISM: A COMPARATIVE ANALYSIS OF TWO FIELD-LEVEL DIALOGUES ON SUSTAINABLE DEVELOPMENT

Daniel Nyberg, Nicolette van Gestel and Christian De Cock

POLITICIZING, PROFESSIONALIZING, AND PERSONALIZING PROBLEMS: THE JUSTIFICATION OF ORGANIZATIONAL MAINTENANCE

Kari Jalonen

A DIALOGICAL PERSPECTIVE ON INSTITUTIONAL LOGICS: STUDY OF AN ONGOING INSTITUTIONAL CHANGE IN A MUNICIPAL STRATEGY PROCESS

Michael Kaschesky

INSTITUTIONALIZING BUSINESS AND GOVERNANCE MODELS.

THE CONSTRUCTION OF OPEN SOURCE IN THE APPLICATION SERVER FIELD

Discussant: Gerardo Patriotta

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: ISEGI, Auditório

INTERPRETATION AND MEANING-

CHAIR: WALTER W. POWELL

Candace Jones, Felipe Gorenstein Massa and Massimo Maoret

BUILDING MEANING THROUGH INSTITUTIONAL WORK: CREATING, CONSECRATING AND PRESERVING CULTURAL PRODUCTS

Sara B. Soderstrom and Klaus Weber

THE EVOLUTION OF CORPORATE SUSTAINABILITY AGENDAS: AN INTERACTION RITUAL PERSPECTIVE

Stine Grodal

MEANING MECHANISMS IN NANOTECHNOLOGY: CONTRACTION AND EXPANSION OF FIELD LABELS

Ruthanne Huising

MOBILIZED MANAGERS: CREATING INSTITUTIONAL ACTORS THROUGH THE SITUATED PRACTICE OF ORGANIZATIONAL CHANGE

Discussant: Julie Battilana

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: ISEGI, Auditório

ACCOMPLISHING LEGITIMACY

CHAIR: JACO LOK

Heiko Breitschl

BUILDING MICRO-FOUNDATIONS OF INSTITUTIONAL ENVIRONMENTS – AN EXPERIMENTAL STUDY OF PERCEPTIONS OF ORGANIZATIONAL LEGITIMACY DURING CRISES



Michel Anteby

MARKETS, MORALS, AND PRACTICES OF
TRADE: JURISDICTIONAL DISPUTES IN THE U.S.
COMMERCE IN CADAVERS

Julia Brandl, Edward J. Carberry and
Sabine Bacouel-Jentjens

THEORIZING THE FOUNDATIONS OF
NORMATIVE LEGITIMACY: ORDERS OF WORTH
AND EMPLOYEE JUDGEMENTS OF HR
DEPARTMENTS IN GERMANY AND FRANCE

Nina Granqvist, Robin Gustafsson
and Karin Niiniharju

FROM ISSUE IDENTIFICATION TO
'FAIT ACCOMPLI' - COMMAND POSTS,
LEGACY DISCOURSES AND GENERATIVE
AGENCY IN THE TRANSFORMATION OF
PROFESSIONALIZED FIELDS

Discussant: Peer C. Fiss

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: ISEGI, Auditório

NEW APPROACHES AND METHODS

CHAIR: TIM HALLETT

Patrick Haack and Ajneesh Prasad
BEYOND TEXT ANALYSIS. THE UNMET
PROMISE OF METHODOLOGY IN
MICRO-INSTITUTIONAL RESEARCH

Jeannette A. Colyvas and Spiro Maroulis
ACADEMIC LABORATORIES AND THE
REPRODUCTION OF PROPRIETARY
SCIENCE: MODELING ORGANIZATIONAL
RULES THROUGH AUTOCATALYTIC
NETWORKS

Dominika Latusek and Karen S. Cook
TRUST AND TRANSITIONS

Discussant: Tim Hallett

WRAP-UP LUNCH: A RESEARCH AGENDA FOR MICROFOUNDATIONS

FOR THOSE INTERESTED, PLEASE PICK UP
LUNCH AND RETURN FOR A GENERAL
DISCUSSION. THE ROUNDTABLE WILL BEGIN
WITH BRIEF COMMENTS FROM THE THREE
ORGANIZERS, THEN OPEN UP FOR GENERAL
REFLECTIONS.

SUB-THEME

22

Management and Globalization: Global Dissemination and Local Adaptation of Managerial Concepts

CONVENORS:

Gili Drori, Stanford University, USA,
drori@stanford.edu

Markus Höllerer, WU Vienna University of
Economics and Business, Austria, markus.
hoellerer@wu.ac.at

Peter Walgenbach, Friedrich Schiller
University of Jena, Germany,
peter.walgenbach@uni-jena.de

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Novotel, Sala Berlim

THE PRACTICE: APPLICATIONS

CHAIR: GILI DRORI

Alexandros G. Psychogios, Leslie T. Szamosi
and Dialehti Fotopoulou

IN SEARCH OF GLOBALIZATION OF TOTAL
QUALITY PRACTICES: CULTURAL AND INSTI-
TUTIONAL ASPECTS OF TQM ADOPTION IN
SOUTH EASTERN EUROPEAN REGION
PRESENTERS: MONICA ROLFSEN AND
CAMILLA LANGELAND

Michal Frenkel

THE GLOBALIZATION OF WORK-FAMILY
ORGANIZATIONAL POLICIES WITHIN THE
MULTINATIONAL CORPORATION: A MULTILAY-
ERED TRANSLATION IN ISRAELI SUBSIDIARIES
PRESENTERS: ALEXANDROS G. PSYCHOGIOS,
LESLIE T. SZAMOSI AND DIALECHTI FOTO-
POULOU

Monica Rolfsen and Camilla Langeland

GLOBALIZATION AND ADAPTATION OF
TOTAL PRODUCTIVE MAINTENANCE IN
NORWAY AND CANADA
PRESENTER: MICHAL FRENKEL

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Novotel, Sala Berlim

THE PRACTICE: INTERPRETATIONS

CHAIR: PETER WALGENBACH

Şükrü Özen

RHETORICAL STRATEGIES OF INDIGENOUS
AND FOREIGN MANAGEMENT PRACTICES:
A CENTER-PERIPHERY COMPARISON
PRESENTERS: DOMINIKA WRUK, FLORIAN
SCHEIBER, ACHIM OBERG AND
MICHAEL WOYWODE

Dominika Wruk, Florian Scheiber,

Achim Oberg and Michael Woywode

DIVERSITY OF MANAGEMENT LABELS ON
ORGANIZATIONAL WEBSITES: A REFLECTION
OF MULTIPLE EXPECTATIONS?

PRESENTERS: PATRICK REINMOELLER AND
SHAHZAD M. ANSARI

Patrick Reinmoeller and Shahzad M. Ansari

WHY DON'T ORGANIZATIONS ABANDON
PRACTICES THAT NEITHER DO GOOD NOR
LOOK GOOD? A STUDY OF THE DEVELOP-
MENT AND PERSISTENCE OF THE PRACTICE
OF COMPETITIVE INTELLIGENCE
PRESENTER: ŞÜKRÜ ÖZEN

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Novotel, Sala Berlim

THE PROCESS: ACTION

CHAIR: PETER WALGENBACH

Markus Helfen, Jörg Sydow
and Michael Fichter

EXPLORING THE MODE OF NEGOTIATION:
GLOBAL STANDARDIZATION OF EMPLOYMENT
RELATIONS BY INTERNATIONAL FRAMEWORK
AGREEMENTS?

PRESENTERS: CHRISTOPHER WRIGHT,
DANIEL NYBERG AND DAVID GRANT
Christopher Wright, Daniel Nyberg
and David Grant

SURFING THE SUSTAINABILITY WAVE:
IDENTITY AND SUBJECTIVITY AMONGST
GREEN CORPORATE CHANGE AGENTS
PRESENTERS: GIUSEPPE DELMESTRI AND
ROYSTON GREENWOOD

Giuseppe Delmestri and
Royston Greenwood

RECONSTRUCTING MARKETS: CATEGORICAL
GRAPPLES IN GRAPPA LAND
PRESENTERS: MARKUS HELFEN,
JÖRG SYDOW AND MICHAEL FICHTER

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Novotel, Sala Berlim

THE ACTORS: MANAGEMENT

CHAIR: MARKUS HÖLLERER

Jacqueline Fendt

CORPORATE LEADERS AND MANAGEMENT
CONCEPTS - AN ANATOMY OF ORGANIZATION-
AL COEVOLUTION

PRESENTERS: HENDRIK WILHELM AND
SULEIKA BORT

Hendrik Wilhelm and Suleika Bort

DON QUIXOTE'S SPECTACLES: POPULAR
MANAGEMENT CONCEPTS AND THE EXERTION
OF CONTROL

PRESENTERS: ALEX FARIA, MIGUEL PINA E
CUNHA, ANA GUEDES AND BILL COOKE

Alex Faria, Miguel Pina e Cunha,
Ana Guedes and Bill Cooke

RETHINKING THE LOCAL-GLOBAL DEBATE:
THE LUSO-BRAZILIAN CASE
PRESENTER: JACQUELINE FENDT

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Novotel, Sala Berlim

THE ACTORS: ORGANIZATIONS

CHAIR: GILI DRORI

Kadire Zeynep Sayim

INTERACTION OF INFLUENCES ON POLICY
TRANSFER: EMPLOYMENT RELATIONS IN US
MULTINATIONALS IN TURKEY

PRESENTERS: IRIS BARBOSA AND CARLOS
CABRAL-CARDOSO

Iris Barbosa and Carlos Cabral-Cardoso

SPREADING THE DIVERSITY GOSPEL? THE
ROLE OF MNCs OPERATING IN PORTUGAL
PRESENTER: KADIRE ZEYNEP SAYIM

Danielle Logue and Craig Rawlings

ADOPTION AND ABANDONMENT:
MECHANISMS OF DIFFUSION IN UNIVERSITY
TOP MANAGEMENT TEAMS
PRESENTER: FARAH KODEIH

Farah Kodeih

FROM HISTORICAL ROOTS TO HYBRID
IDENTITIES: THE TRANSFORMATION PROCESS
OF FRENCH GRANDES ÉCOLES
PRESENTERS: DANIELLE LOGUE AND
CRAIG RAWLINGS

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Novotel, Sala Berlim

THE PROCESS: REACTION

CHAIR: MARKUS HÖLLERER

Bernadette Bullinger and Ole Dammann

THE IDEA OF PRODUCTIVITY ON ITS
JOURNEY TO EUROPE: US TECHNICAL
ASSISTANCE AND PRODUCTIVITY PROGRAMS
WITHIN THE CONTEXT OF MARSHALL AID IN
AUSTRIA AND GERMANY
PRESENTERS: ILYA OKHMATOVSKIY AND
ROBERT J. DAVID

Ilya Okhmatovskiy and Robert J. David

SETTING YOUR OWN STANDARDS: INTERNAL
CORPORATE GOVERNANCE CODES AS A
RESPONSE TO INSTITUTIONAL PRESSURE
PRESENTER: RITA SAMIOLO

Rita Samiolo

THE CONSTRUCTION OF THE STATE AS A
RATIONAL ACTOR: SAVING VENICE,
WORLD-MODELS AND GOVERNMENTALITY
PRESENTERS: BERNADETTE BULLINGER AND
OLE DAMMANN

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Novotel, Sala Berlim

GROUP DISCUSSION

CHAIR: GILI DRORI,
MARKUS HÖLLERER AND
PETER WALGENBACH

John W. Meyer and sub-theme participants

COMMENTARY ON THE GLOCALIZATION OF
MANAGEMENT; CONCLUDING DISCUSSION

SUB-THEME

23

Energizing the Paradox Perspective: A Response to Organizational Tensions

CONVENORS:

Wendy Smith, University of Delaware,
USA, smithw@udel.edu
Marianne Lewis, University of Cincinnati,
USA, marianne.lewis@uc.edu
Paula Jarzabkowski, Aston Business
School, UK, p.a.jarzabkowski@aston.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: Fac. de Economia, room A 120
KEYNOTE PANEL:
WHAT IS PARADOX
INTERACTIVE EXERCISE:
BUILDING A PARADOX COMMUNITY

SESSION II:

THURSDAY, JULY 1, 11:00–12:30
Location: Fac. de Economia, room A 120
**PARADOX THEORY: LEVERAGING
EXISTING UNDERSTANDINGS AND
CREATING NEW POSSIBILITIES**
Paula Jarzabkowski, Jane Kirsten Lê
and Andrew Van de Ven
A DIALECTICAL PROCESS MODEL FOR
COPING WITH OPPOSITIONAL TENSIONS
IN ORGANIZATIONS
**Nuno Guimarães-Costa and
Miguel Pina e Cunha**
CROSSING THE THRESHOLD IN ORGANISING: AN
ESSAY ABOUT LIMINALITY IN ORGANISATIONS

Luc K. Audebrand

ENERGIZING THE VIRTUOUS/VICIOUS
CYCLES? MICRO-LEVEL COPING STRATEGIES
AND MACRO-LEVEL IMPLICATIONS

SESSION III:

THURSDAY, JULY 1, 14:00–15:30
Location: Fac. de Economia, room A 120
**TECHNOLOGY AND INNOVATION:
ENABLING CREATIVITY, FUN AND
EXPLORATION, WHILE ENSURING
PROFIT, DISCIPLINE, AND
EXPLOITATION**
Yvonne Due Billing
HAPPILY WORKING TILL THEY DROP? A STUDY
OF THREE PARADOXES FACED BY PROFES-
SIONALS IN A SCANDINAVIAN ORGANIZATION
AND OF HOW WOMEN AND MEN COPE
DIFFERENTLY WITH THESE PARADOXES
Constantine Andriopoulos, Manto Gotsi
and Marianne W. Lewis
IDENTITY WORK: THE ROLE OF METAPHORS
AS A PARADOX LENS
Tea Lempiälä and Anssi Okkonen
PARADOXES OF INNOVATION ACTIVITY AND
ITS RATIONALIZATION – COMPARISONS OF
MATURE AND START-UP COMPANY'S INNOVA-
TION PRACTICES

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

ROUND TABLE

Location: Palacete, Attic room 1

ROUND TABLE A: COPING STRATEGIES IN THEORY AND PRACTICE

Andreas Rasche

THE PARADOXICAL FOUNDATION OF
STRATEGIC MANAGEMENT

Camille Pradies and Michael G. Pratt

ENTRE LES DEUX NOS COEURS BALANÇENT:
CONCEPTUALIZING GROUP AMBIVALENCE
WITH ILLUSTRATIONS FROM A FRENCH
VETERINARY PRACTICE

Nicolas Mangin

NAVIGATING IN THE REALM OF PARADOXES

Ina Ehnert

PARADOX THEORY AND SUSTAINABILITY: A
FRAMEWORK AND STRATEGIES FOR COPING
WITH TENSIONS

Location: Palacete, Attic room 2

**ROUND TABLE B:
ORGANIZATIONAL PARADOXES
IN PLURALISTIC CONTEXTS**

Ciaran Heavey

THE PARADOX OF AMBIDEXTERITY:
A DYNAMIC MANAGERIAL CAPABILITIES MODELOli R. Mihalache, Justin J.P. Jansen, Frans
A.J. Van Den Bosch and Henk W. VolberdaTHE ROLE OF TMT SHARED LEADERSHIP IN
MANAGING THE TENSIONS BETWEEN ORGANI-
ZATIONAL EXPLORATION AND EXPLOITATION

Rebecca Bednarek

PARADOX IN HIGH-TECH RESEARCH
ORGANIZATIONS: STRATEGIZING FOR
LEGITIMACY IN PLURALISTIC CONTEXTSRobert M. Bauer, Claudia A. Schnugg and
Wendy L. CukierTHE IMPOSSIBLE POSSIBILITY OF ART-
ENHANCED MANAGEMENT: EXAMINING THE
INVERSELY PARADOXICAL RELATIONSHIP OF
ART AND MANAGEMENT

Location: Palacete, Ground floor breakout 1

**ROUND TABLE C:
PARADOXES OF PERFORMANCE,
PLAY AND COLLABORATION**

Silvia Jordan and Martin Messner

THE PROBLEMATISATION OF PERFORMANCE
INDICATORS

Miriam Wilhelm and Jörg Sydow

COMPETE TO COOPERATE - TRANSCENDING
THE PARADOX OF COOPETITION IN SUPPLIER
NETWORKS

Matt Statler, Claus D. Jacobs and

Loizos Heracleous

SERIOUS PLAY AS A PRACTICE OF PARADOX

Marie Mathiesen

PARADOXICAL CSR: RE-CONCEPTUALIZING
CORPORATE SOCIAL RESPONSIBILITY FROM
THE PARADOX PERSPECTIVE

Location: Palacete, Ground floor breakout 2

**ROUND TABLE D: PARADOXES IN
IDENTITY AND WORK**

Barbara Sieben and Axel Haunschild

PARADOXES OF LUXURY WORK: EMOTIONAL
AND AESTHETIC LABOUR IN THE SERVICE
INDUSTRIES

Karin Kreutzer, Claus D. Jacobs and

Urs Jäger

DISCURSIVE PRACTICES OF ORGANIZATIONAL
IDENTITY NEGOTIATIONS

Annick Valette, Pauline Fatien and

Franck Burellier

PARADOX MANAGEMENT DELEGATION:
INTER AND INTRA-INDIVIDUAL VARIABILITY

Eli Teram

PARADOXES & IDENTITY CLAIMS FORMATION
PERIODS OF INTENSIVE ORGANIZATIONAL
CHANGE: A CASE STUDY OF A MERGER BE-
TWEEN SOCIAL SERVICE ORGANIZATIONS

Location: Palacete, Ground floor breakout
**ROUND TABLE E: PARADOXES,
CULTURE AND COMMUNICATION**

Judith S. MacCormick

CONTRADICTIONS AND CLIMATES:
PARADOXICAL CLIMATES AND EFFECTIVENESS
FOR MULTIPLE STAKEHOLDERS

Josh Keller, Jeffrey Loewenstein and Yan Jin

THE COOPERATION-COMPETITION PARADOX:
A CULTURAL CATEGORIES APPROACH

Harald Tuckermann, Thomas Schumacher
and Johannes Rüegg-Stürm

COMMUNICATIVE DYNAMIC TO RECONSTRUCT
PARADOXES IN ORGANIZATIONS

Helle Kryger Aggerholm and
Christa Thomsen

ORGANIZATION-WIDE MEETINGS COM-
MUNICATING CORPORATE STRATEGY: THE
CREATION OF UNITY AND COMMITMENT OR
TENSION AND PARADOXES? AN EMPIRICAL
STUDY OF A STRATEGIC KICK-OFF MEETING
FOR ALL EMPLOYEES IN A DANISH SMALL
AND MEDIUM-SIZED MANUFACTURING EN-
TERPRISE FACING DIVESTMENT

Dan V. Caprar, Sunghoon Kim and
Sara Rynes

COUNTERCULTURAL HR AS LOCAL ADAPTA-
TION: PARADOX IN ITSELF, OR SOLUTION TO
UNDERLYING CULTURAL PARADOXES?

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room A 120
**STRATEGIC PARADOXES: MANAG-
ING DISPARATE STAKEHOLDERS**

Liesbet Heyse, Rafael Wittek and
Marleen Damman

COPING WITH CONTRADICTIONS IN HUMANI-
TARIAN AID: UNDERSTANDING PROJECT
PERFORMANCE OF NGOS

Valérie Michaud

ACCOUNTING FOR STAKEHOLDERS AND BEING
GOVERNED BY NUMBERS. FIGURING OUT TEN-
SION MANAGEMENT IN A MULTISTAKEHOLDER
ORGANIZATION

Wendy Smith and Marya Besharov
MANAGING STRATEGIC PARADOXES IN A
GLOBAL SOCIAL ENTERPRISE

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room A 120

**FROM PARADOX AS A LENS TO
LENSES ON PARADOX**

Pieter-Jan Bezemer and Paul W.L. Vlaar

A SOCIAL-CONSTRUCTIONIST VIEW ON
MANAGERIAL PARADOX: ORGANIZATIONAL
AND ENVIRONMENTAL ANTECEDENTS

Fiona Graetz and Aaron C.T. Smith

MAKING THE MOST OF PARADOX:
A DUALITIES APPROACH

Aurelie Leclercq

TOWARD AN OVERARCHING FRAMEWORK
TO EXPLORE PARADOX AND DIALECTICS OF
ORGANIZATIONAL CHANGE: A FOUCAULDIAN
PERSPECTIVE

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Fac. de Economia, room A 120

**WORKING THROUGH PARADOX:
FOSTERING CONNECTIONS AND
FUTURE INQUIRY**

WRAP-UP: ENERGIZING NEXT STEPS

SUB-THEME

24

Marxist Studies on Organization

CONVENORS:

Paul S. Adler, University of Southern California, Los Angeles, USA, padler@usc.edu
Rick Delbridge, Cardiff University, Cardiff, UK, delbridge@cardiff.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Fac. de Economia, room A 102

COMMUNITY

Paul S. Adler

COMMUNITY AND ITS MUTATION:
A MARXIST VIEW

Kristin Mauseth Vikland and
Gudveig Gjøsund

A MULTINATIONAL PETROLEUM COMPANY
DESCRIBED AS A COLLABORATIVE
COMMUNITY: AN EMPIRICAL STUDY

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room A 102

MANAGERS

Peter Fleming and Matteo Mandarini

COMMONIZING THE CORPORATION?
SKETCHING THE POST-WORKIST CONTRIBUTION
TO MARXIAN ORGANIZATION STUDIES

Giuliano Maielli

GRAMSCI, FIAT, AND THE ANTAGONISTIC
NATURE OF THE MANAGERIAL PROCESS

Adil Rodionov

THE INVESTIGATION OF LABOR PROCESS
IN KAZAKHSTANI IT INDUSTRY

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Fac. de Economia, room A 102

LABOR PROCESS

Yrjö Engeström and Annalisa Sanninor

DISCURSIVE MANIFESTATIONS OF CONTRADICTIONS
IN ORGANIZATIONAL CHANGE
EFFORTS: A METHODOLOGICAL FRAMEWORK

Jonas A. Ingvaldsen

WORKER AUTONOMY AND WORKPLACE
STRUGGLE: WHY MARXIST ORGANIZATION
STUDIES NEED THE AUTONOMY CONCEPT

Alistair Mutch

MARXISM AND ORGANIZATIONAL LEARNING

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: Fac. de Economia, room A 102

CRISIS

Thomas Clarke

RECURRING CRISES IN ANGLO-AMERICAN
CORPORATE GOVERNANCE

Michael Rowlinson and John Hassard

THE DOWNFALL OF CAPITALISM: "SHOOT THE
BANKERS, NATIONALISE THE BANKS"

Christian De Cock, John Murray,

Sheena Vachhani and Christina Volkmann

THE IDEA OF MARX IN THE ERA OF FINANCIAL
CAPITALISM

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

PARALLEL STREAMS

Location: Fac. de Economia, room A120

**PARALLEL STREAM A:
GLOBALIZATION**

Jane Anne Hardy

A POLITICAL ECONOMY OF THE DYNAMICS
OF MIGRANT LABOUR: THE CASE OF THE 'OLD'
AND THE 'NEW' EUROPE POST-2004

Kathleen C. Schwartzman

INDUSTRIES SQUAWKING AT GLOBALIZATION

Location: Fac. de Economia, Library
Upper Floor

**PARALLEL STREAM B:
THEORETICAL RECONSTRUCTIONS**

Thomas Klikauer

A NEW WAVE IN MARXIST IR STUDIES
- A CRITICAL THEORY APPROACH

Morten Knudsen

THEORY AND PRACTICE - FROM LUKÁCS
TO LUHMANN

Toru Kiyomiya

COMMODITY AS DISCOURSE: RHETORICAL
STRATEGIES OF COMMODIFICATION

Caio Motta Luiz de Souza

and Marcus Vinícius Peinado Gomes

THE CUNNING CYNICAL CONSCIOUSNESS:
REFLECTIONS OVER THE CRITIQUE OF
IDEOLOGY IN ORGANIZATIONAL STUDIES

Location: Fac. de Economia, Library
Upper Floor

**PARALLEL STREAM B:
REGULATION/SPACE**

Steffen Böhm and Chris Land

MARX'S GLOBALIZATION: ON COMMODITY
CHAINS, PRIMITIVE ACCUMULATION AND
ECONOMIC TRANSFORMATION IN A
GLOBALIZED WORLD ECONOMY

Matt Vidal

THE POSTFORDIST ACCUMULATION
REGIME AND THE ONGOING PROBLEM
OF REGULATION

Christian Maravelias, Mikael Holmqvist
and Ignacia Concha Ferreira

LEARNING TO LIVE AS A RESPONSIBLE
REPRODUCER OF ONE'S WORKING
FORCE - NEW OCCUPATIONAL HEALTH
SERVICES AND THE BALANCE BETWEEN
WORK AND PRIVATE LIFE

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

PARALLEL STREAMS

Location: Fac. de Economia, room A120

**PARALLEL STREAM A:
SUBJECTIVITY**

Andre Spicer and Dan Kärreman

THE ANATOMY OF BRANDING
WORK - TOWARDS AN UNDERSTANDING OF
CONTEMPORARY SYSTEMS OF PERSUASION

Jana Costas

SELF-ALIENATION, WORK CONFIGURATIONS
AND CONTEMPORARY CAPITALISM - FROM
THE LOGIC OF LACK TO THE LOGIC OF EXCESS

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Fac. de Economia, room A 102

MARX AND THE BUSINESS SCHOOL

Armin Beverungen

READING CRITICAL STUDIES OF MANAGEMENT
READING MARX

Todd Bridgman

INTELLECTUAL BANKRUPTCY? THE CONTRIBU-
TION OF ACADEMICS AND OTHER INTELLECTU-
ALS TO PUBLIC DISCUSSION OF THE GLOBAL
FINANCIAL CRISIS IN NEW ZEALAND

Gerard Hanlon and Cliff Oswick

THE ENTREPRENEUR AND SOCIAL CRISIS

SUB-THEME

25

Surfing the Seas
of Diversity

CONVENORS:

David Knights, Bristol Business School,
UK, and Gothenburg University, Sweden,
david.knights@virgin.net
Deborah Litvin, Merrimack College, North
Andover (MA), USA, dlitvin@aol.com
Vedran Omanović, Gothenburg University,
Sweden, vedran.omanovic@handels.gu.se

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Palacete, Dining Hall

CHAIR: DAVID KNIGHTS

Marjana Johansson and Martyna Śliwa

A DOUBLE-GLAZED CEILING? EXPERIENCES
OF FOREIGN FEMALE ACADEMICS IN UK
BUSINESS SCHOOLS

Bobby Banerjee

HISTORIES OF OPPRESSION AND VOICES
OF RESISTANCE: TOWARDS A THEORY OF
THE TRANSLOCAL

Luc Peters and Anthony R. Yue

CAN THE GLOBALIZED INDIVIDUAL BE
ORGANIZED? THINKING WITH SLOTERDIJK,
CASTELLS, BAUMAN & KITANO

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Palacete, Dining Hall

CHAIR: VEDRAN OMANOVIĆ

Katty Marmenout

GLOBAL STANDARDS AND LOCAL REALITIES:
EQUALITY AND DIVERSITY IN THE UAE

Bogdan Costea

DIVERSITY, UNIQUENESS AND IMAGES OF
HUMAN RESOURCEFULNESS

Tricia Cleland

INTERNATIONAL HUMAN RESOURCE
MANAGEMENT OF MIGRATING NURSES:
CRITICAL DISCOURSE ANALYSIS (CDA)
AND READING THE FEMININITY OF IHRM POLI-
CIES AND PRACTICES

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Palacete, Dining Hall

CHAIR: VEDRAN OMANOVIĆ

Lucas Dufour

MANAGING THE UNMANAGEABLE:
A QUESTION OF RESPECT

Renate Ortlieb and Barbara Sieben

MIGRANT WORKERS IN GERMANY.
ECHOES OF WARTIME FORCED LABOUR
AND POST-WAR GUEST WORKER DISCOURS-
ES IN TODAY'S DIVERSITY HYMNS

Nora Madjar and Ellen Greenberg

COSMOPOLITAN AND LOCAL EXPERIENCES
AND ATTACHMENT: RELATION TO TWO
TYPES OF CREATIVITY



SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Palacete, Dining Hall

CHAIR: DAVID KNIGHTS

Frances Tomlinson and
Christina Schwabenland

DILEMMAS OF DOING DIVERSITY:

CONSTRUCTING THE MEANING OF DIVERSITY
PRACTICE IN NON-PROFIT ORGANIZATIONS

Heike Mensi-Klarbach

THE BUSINESS CASE VIEW ON DIVERSITY

Alison Pullen

RESISTING DIVERSITY MANAGEMENT IN
POST-FEMINIST TIMES: COMMODIFYING
FEMALE CAPITAL AND THE NORMALISATION
OF GENDER INEQUALITY IN A BIG FOUR
ACCOUNTING FIRM

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Palacete, Dining Hall

CHAIR: VEDRAN OMANOVIĆ

Nathalie Bernoud-Belhoste

WHERE IS CULTURE IN INTERCULTURAL
DISCOURSES? THE DIVERSITIES AT PLAY

Ina Freeman and Maria Belhaj

CULTURE AND INTERNATIONAL MARKETING:
A CROSS-CULTURAL EXAMINATION IN
WESTERN EUROPE

Annie Cornet

DIVERSITY MANAGEMENT IN PUBLIC SERVICE:
MORE THAN POSITIVE ACTIONS AND
ASSIMILATION PROGRAMS?

SUB-THEME

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Careers over Time
and Space

CONVENORS:

Svetlana N. Khapova, VU University
Amsterdam, The Netherlands,
skhapova@feweb.vu.nl
Jelena Zikic, York University, Canada,
jelenaz@yorku.ca
Noeleen Doherty, School of Management,
Cranfield University, UK,
noeleen.doherty@cranfield.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00-10:30
Location: SANA Malhoa Hotel, Sala Belem IV

CAREERS OVER TIME

CHAIR: SVETLANA N. KHAPOVA

Noeleen Doherty

CAREERS WHICH CHALLENGE TEMPORAL
AND SPATIAL SYNCHRONY

PRESENTER: JEAN PRALONG

Svetlana N. Khapova, Polly Parker and
Michael B. Arthur

USING MEDIATORS TO STUDY "WHAT HAP-
PENS" RATHER THAN "WHAT IS" IN CAREERS

PRESENTER: NOELEEN DOHERTY

Jean Pralong

THE COMPETENCE IS NOT ENOUGH! COGNI-
TIVE SCHEMAS, SENSEMAKING AND OBJEC-
TIVE CAREER SUCCESS

PRESENTER: SVETLANA N. KHAPOVA

Session Discussant: Mary Dean Lee

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: SANA Malhoa Hotel, Sala Belem IV

CAREER PREFERENCES OF
CONTEMPORARY EMPLOYEES

CHAIR: JELENA ZIKIC

Sara De Hauw and Ans de Vos

DO DIFFERENT TIMES CALL FOR DIFFERENT
MEASURES? CAREER EXPECTATIONS OF THE
MILLENNIAL GENERATION IN TIMES OF ECO-
NOMIC RECESSION

PRESENTER: VIBEKE DIDRIKSEN

Yehuda Baruch, Coleen Mills and
Sarah Wright

CAREER ATTITUDES OF BUS DRIVERS

PRESENTER: MARY DEAN LEE

Mary Dean Lee, Bill Martin and Leisa Sargent

DIVERGENT TRENDS IN LATE CAREER AND
RETIREMENT: EXPLORING BABY BOOMER

MANAGERS' PATHWAYS

PRESENTER: YEHUDA BARUCH

Vibeke Didriksen

THE TRANSITION AFTER MODERN AND
POSTMODERN CAREER

PRESENTER: SARA DE HAUW

Session Discussant: Barbara Demel

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: SANA Malhoa Hotel, Sala Belem IV

CAREER SUCCESS OVER TIME AND SPACE

CHAIR: NOELEN DOHERTY

Sue Catherine Mulhall

FINDING TIME AND SPACE IN NARRATIVE
INQUIRY FOR FATEFUL MOMENTS IN CAREER
SUCCESS STORIES

PRESENTER: LAURA INNOCENTI

Hugh P. Gunz and Wolfgang Mayrhofer

RE-CONCEPTUALIZING CAREER SUCCESS:
A CONTEXTUAL APPROACH

PRESENTER: MONIKA HAMORI

Monika Hamori

THE INFLUENCE OF EXECUTIVE SEARCH
FIRMS ON ACROSS-EMPLOYER MOVES
PRESENTER: HUGH P. GUNZ

Laura Innocenti, Silvia Profili and
Alessia Sammarra

MANAGERIAL AND PROFESSIONAL CAREERS
IN THE BOUNDARYLESS ERA: THE EFFECT ON
OBJECTIVE CAREER SUCCESS

PRESENTER: SUE CATHERINE MULHALL

Session Discussant: Kaye Thorn

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: SANA Malhoa Hotel, Sala Belem IV

CAREERS ACROSS CULTURES

CHAIR: SVETLANA N. KHAPOVA

Barbara Demel and Wolfgang Mayrhofer

CAREER ASPIRATIONS OF INTERNATIONALLY
MOBILE EMPLOYEES. A COMPARATIVE STUDY
OF AUSTRIAN FLEXPATRIATES AND EXPATRI-
ATES WORKING ACROSS EUROPE
PRESENTER: DULINI ANUVINDA FERNANDO

Dulini Anuvinda Fernando
and Laurie Cohen

EXPLORING THE INTERPLAY OF GENDER,
SOCIAL CLASS AND CAREER DEVELOPMENT:
A SRI LANKAN PERSPECTIVE OF PROFES-
SIONAL AND MANAGERIAL WOMEN'S CAREER
ACCOUNTS

PRESENTER: YUHEE JUNG

Yuhee Jung and Norihiko Takeuchi

RELATIONSHIPS AMONG PERCEIVED SOCIAL
SUPPORTS, CAREER SELF-MANAGEMENT, AND
SUBJECTIVE CAREER SUCCESS IN JAPANESE
AND KOREAN ORGANIZATIONS: TESTING A
CROSS-CULTURAL MODERATING EFFECT
PRESENTER: BARBARA DEMEL

Session Discussant: Michael Dickmann

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: SANA Malhoa Hotel, Sala Belem IV

SOCIALLY EMBEDDED CAREERS

CHAIR: JELENA ZIKIC

Aarti Ramaswami, Carolyn Wiethoff
and George F. Dreher

PERSON-EXTRA-ORGANIZATION FIT:
A QUALITATIVE EXPLORATORY STUDY
EXPANDING THE PERSON-ENVIRONMENT
FIT DOMAIN BEYOND ORGANIZATIONAL
BOUNDARIES

PRESENTER: DOUGLAS T. HALL

Chen Fleisher, Svetlana N. Khapova,
Paul G.W. Jansen and Marleen Huysman

THE RELATIONSHIP BETWEEN EMPLOYEES'
SELF-MANAGED CAREER BEHAVIOR AND
ORGANIZATIONAL LEARNING:

AN INTELLIGENT CAREER PERSPECTIVE
PRESENTER: PAMELA SUZANNE

Douglas T. Hall, Kathy E. Kram
and Polly Parker

DEEP LEARNING THROUGH PEER COACHING
IN GROUPS

PRESENTER: AARTI RAMASWAMI

Pamela Suzanne and Guillermo E. Dabos

THE ADOPTION OF AN EMERGING CAREER
ORIENTATION AMONG PROFESSIONAL
EMPLOYEES: ASSESSING THE IMPACT OF SOCIAL
NETWORKS ACROSS CAREER STAGES

PRESENTER: CHEN FLEISHER

Session Discussant: Polly Parker

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: SANA Malhoa Hotel, Sala Belem IV

TIMELY CAREER CONVERSATIONS

CHAIR: NOELEEN DOHERTY

Konstantin Korotov

WHEN THE TIME IS RIGHT AND THE SPACE
IS SUPPORTIVE: BECOMING AN EXECUTIVE
COACH AT MID-LIFE AND MID-CAREER

PRESENTER: MARJUT JYRKINEN

Marjut Jyrkinen and Linda McKie

CAREERSCAPES: REFLECTIONS ON GENDER
AND AGE OVER TIME AND SPACE AMONG
WOMEN MANAGERS

PRESENTER: JACQUELAINE FLORINDO
BORGES

Jacqueline Florindo Borges, Tania Casado
and Angelo Soares

BETWEEN THE REAL IDENTITY AND THE
PRESCRIBED IDENTITY FOR EXECUTIVES:
SUBJECTIVITY IN CAREER CONSTRUCTION

PRESENTER: KONSTANTIN KOROTOV

Session Discussant: Monika Hamori

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: SANA Malhoa Hotel, Sala Belem IV

CAREER MOBILITY PATTERNS

CHAIR: SVETLANA N. KHAPOVA

Michael Dickmann, Emma Parry
and Stefano Zucal

CAREER PREFERENCES OF HIGHLY MOBILE
WORKERS: TRADITIONAL VS. CONTEMPORARY
CAREER ATTITUDES

PRESENTER: KAYE THORN

Kaye Thorn

MOBILITY PATTERNS IN INTERNATIONAL
CAREERS: BOOMERANG MOVERS AND
GLOBAL NOMADS

PRESENTER: SOO MIN TOH

Soo Min Toh, Basak Yanar and Hugh P. Gunz

EXAMINING THE INFLUENCE OF
SUPERVISOR SOCIAL UNDERMINING ON
THE CAREER BOUNDARY CROSSINGS OF
IMMIGRANT NEWCOMERS

PRESENTER: MICHAEL DICKMANN

Session Discussant: Jelena Zikic

SUB-THEME

27

Repeating, Forgetting, Searching for What's Next? Equality, Gender and Diversity in Organizational Theory, Analysis and Practice

CONVENORS:

Regine Bendl, Vienna University of Economics and Business Administration, Austria, Regine.Bendl@wu-wien.ac.at
Jeff Hearn, Hanken School of Economics, Helsinki, Finland, hearn@hanken.fi
Judith K. Pringle, Auckland University of Technology, New Zealand, judith.pringle@aut.ac.nz

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: Fac. de Economia, room 118
UNIVERSITY AND GENDER

CHAIR: REGINE BENDL, JEFF HEARN
AND JUDITH K. PRINGLE

Heidi Wechtler

HISTORICAL PERSPECTIVE OF GENDER STUDIES. A CONTENT ANALYSIS

Discussants: Inge L. Bleijenberg, Marloes L. Van Engen and Claartije J. VinkenburG

Carol Linehan, Joan Buckley and Nora Koslowski

THE LADY (STILL) VANISHES:

AN EXPLORATION OF THE UNDER-REPRESENTATION OF WOMEN AT SENIOR ACADEMIC LEVELS 1985–2009

Discussant: Heidi Wechtler

Inge L. Bleijenberg, Marloes L. Van Engen and Claartije J. VinkenburG

FEMALE ACADEMICS AS THE 'OTHER'

KIND OF SCIENTIST: A COMPARISON OF GENDERED IMAGES OF THE IDEAL SCIENTIST AT AN ARTS AND SCIENCE UNIVERSITY

Discussants: Carol Linehan, Joan Buckley and Nora Koslowski

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room 118

GENDERED SPACES

CHAIR: REGINE BENDL AND JEFF HEARN

Miriam Rothman and Judith K. Pringle

REPEATING CHOICES, SEARCHING FOR CHANGE: GIRLS' OCCUPATIONAL CHOICE OVER 30 YEARS

Discussant: Jennifer de Vries

Petru L. CurDeu and Smaranda BoroD

GENDER STEREOTYPING IN MANAGEMENT: EVIDENCE FROM COMMUNIST AND POST-COMMUNIST ROMANIA

Discussants: Miriam Rothman and Judith K. Pringle

Jennifer de Vries

TACKLING THE THEORY PRACTICE GAP:
PURSUING ORGANIZATIONAL CHANGE
THROUGH A 'SMALL WINS' APPROACH

Discussants: Petru L. Curȃeu
and Smaranda Boroȃ

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Fac. de Economia, room 118

PERCEPTIONS AND PRACTICES I

CHAIR: JEFF HEARN AND
JUDITH K. PRINGLE

Violetta Khoreva

EMPLOYEES' PERCEPTIONS OF GENDER
INEQUALITY: LESSONS FROM FINLAND

Discussants: Regine Bendl, Charlotte
Holgersson, Pia Höök, Susan Meriläinen
and Janne Tienari

Camilla Quental

GENDER, KNOWLEDGE WORK AND
PARTNERSHIP: THE GENDERED WORLD OF
PROFESSIONAL SERVICE FIRMS

Discussant: Violetta Khoreva
Regine Bendl, Charlotte Holgersson,
Pia Höök, Susan Meriläinen and Janne Tienari

'DOING' GENDER IN EXECUTIVE SEARCH:
A CROSS-CULTURAL COMPARISON

Discussant: Camilla Quental

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 118

PERCEPTIONS AND PRACTICES II

CHAIR: REGINE BENDL AND
JUDITH K. PRINGLE

Monica Soldà

ANALYSING TRADE UNIONS IN A
GENDER PERSPECTIVE

Discussants: Vinca Bigo and
Virginie Martin

Elina Henttonen

GENDER AND SMALL BUSINESS - FEMINIST
AND PRACTICE-BASED INSIGHTS

Discussant: Monica Soldà

Vinca Bigo and Virginie Martin

DIVERSITY POLITICS AND THE REPRODUCTION
OF GENDER HIERARCHIES

Discussant: Elina Henttonen

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 118

HEGEMONIC MASCULINITIES

CHAIR: REGINE BENDL AND
JEFF HEARN

Yvonne Benschop, Marieke van den Brink,
Hans Doorewaard and Joke Leenders

BEYOND THE USUAL SUSPECTS: AMBITION,
GENDER AND PART TIME WORK

Discussants: Lisa Hehenberger,
Johanna Mair and Debra Meyerson

David Knights and Maria Tullberg
MANAGING MASCULINITY/MISMANAGING
THE CORPORATION

Discussants: Yvonne Benschop,
Marieke van den Brink, Hans Doorewaard
and Joke Leenders

Lisa Hehenberger, Johanna Mair and
Debra Meyerson

THE GENDERING OF VENTURE PHILANTHROPY

Discussants: David Knights and
Maria Tullberg

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room 118

THEORY AND RE-THEORISING

CHAIR: JEFF HEARN AND

JUDITH K. PRINGLE

*Ruth Simpson and Patricia Lewis*KANTER REVISITED: GENDER, POWER
AND (IN)VISIBILITY

Discussants: Sheena Vachhani and

Alison Pullen

Nick Butler and Stephen Dunne

DUELLING WITH DUALISMS:

DESCARTES IN ORGANIZATION STUDIES

Discussants: Ruth Simpson and

Patricia Lewis

Sheena Vachhani and Alison Pullen

THE POLITICAL POTENTIAL OF AN ETHICS

OF SEXUAL DIFFERENCE: FEMINIST

CONTRIBUTIONS TO ORGANIZATION STUDIES

Discussants: Nick Butler and

Stephen Dunne

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Fac. de Economia, room 118

**ANTI-HISTORY AND
TRANSNATIONAL FEMINISM**CHAIR: REGINE BENDL, JEFF HEARN
AND JUDITH K. PRINGLE*Gabrielle Durepos, Christopher M. Hartt,
Jean Helms Mills and Albert Mills*PERFORMING THE PAST: ANTI-HISTORY,
GENDERED SPACES AND FEMINIST PRACTICE

Discussants: Marta B. Calás and

Linda Smircich

*Tricia Cleland*A TRANSNATIONAL FEMINIST PERSPECTIVE
ON THE INTERNATIONAL HUMAN RESOURCE
MANAGEMENT (IHRM) OF GLOBAL NURSES:
READING THE FEMININITY OF IHRM POLICIES
AND PRACTICESDiscussants: Gabrielle Durepos,
Christopher M. Hartt, Jean Helms Mills
and Albert Mills*Marta B. Calás and Linda Smircich*DESIRING ENCOUNTERS: TRANSNATIONAL
FEMINISM AND ORGANIZATION STUDIES:
A SECOND CHANCE FOR A STALLED
REVOLUTION?

Discussant: Tricia Cleland

SUB-THEME

28

Organizing and Disorganizing Resilience in the Globalizing City

CONVENORS:

Kees Boersma, VU University Amsterdam,
The Netherlands, fk.boersma@fsw.vu.nl
Stewart Clegg, University
of Technology, Sydney, Australia,
stewart.clegg@uts.edu.au
Martin Kornberger, University of
Technology, Sydney, Australia,
martin.kornberger@uts.edu.au

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: SANA Malhoa Hotel, Sala Belem VII

THEORIZING CITIES

CHAIR: STEWART CLEGG

Fabrizio Panozzo

A LISBON STORY

Petra Adolfsson

OUT OF PLACE? ON NEGOTIATIONS OF
PLACE, HISTORY AND VALUE IN THE
GLOBALIZED CITY

Camilla Costa and Fabrizio Panozzo

RANKING CITIES AND GOVERNING CITIES

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: SANA Malhoa Hotel, Sala Belem VII

RESEARCHING CITIES (1)

CHAIR: MARTIN KORNBERGER

Bridgette Sullivan-Taylor and Layla Branicki

ORGANIZATIONAL RESILIENCE IN A GLOBAL
'CITY WITHIN A CITY'

Judy Johnston

A GRAND VISION FOR SYDNEY AS GLOBALIZ-
ING CITY: THE BARANGAROO DEVELOPMENT
AS EVIDENCE OF PUBLIC MANAGEMENT OR-
GANIZATION AND DISORGANIZATION?

Edwina Pio and Vijaya Vaidyanath

WATER SEDUCTION AND COMMUNITY
GUARDIANSHIP: A NEW ZEALAND CITY IN-
PROCESS

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: SANA Malhoa Hotel, Sala Belem VII

TALES OF LATIN-AMERICAN CITIES (1)

CHAIR: KEES BOERSMA

*Mário Aquino Alves, Armindo dos Santos
de Sousa Teodósio, Gabriela de Brelaz and
Danielle Fabian Fiabane*

IN SEARCH OF FAIRER AND SUSTAINABLE
CITIES: THE CROSSROADS OF THE MOVEMENT
"NOSSA" IN THREE BRAZILIAN MUNICIPALITIES



Chantale Mailhot, Marlei Pozzebon and
Natalia Delgado

CITIZENS ENGAGED TO IMPROVE THE SUS-
TAINABILITY AND QUALITY OF LIFE OF THEIR
CITIES: THE CASE OF NOSSA SÃO PAULO

Lúcio Nagib Bittencourt and
Isleide Arruda Fontenelle

WHAT IS THE PUBLIC IN (A) PUBLIC POLICY?
A NARRATIVE APPROACH STUDY OF THE
SANTOS' HISTORIC CENTER REVITALIZATION
PROGRAM

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: SANA Malhoa Hotel, Sala Belem VII

TALES OF LATIN-AMERICAN CITIES (2)

CHAIR: MARTIN KORNBERGER

Dima Younès and Denis Segrestin

COOPERATING ON THE HIGH TECHNOLOGY
CLUSTER OF THE PARIS SUBURB:
THE STICKINESS OF BELIEFS AND ORGANIZA-
TIONAL ROUTINES

María José Zapata Campos and
Patrik Zapata

ORGANISING LA CHURECA. A JOURNEY
THROUGH HELL, EARTH AND HEAVEN -
GLOBAL AND LOCAL ACTORS IN CITY
SUSTAINABILITY

Michelle St Jane and Maria Humphries

BERMUDA: A ROCK ON WHICH THE
CAHOW ONCE FLOURISHED KAIROS

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: SANA Malhoa Hotel, Sala Belem VII

RESEARCHING CITIES (2)

CHAIR: KEES BOERSMA

Charles Kirschbaum and
Ana Carolina Andrada

TALK OF MULTIVOCALITY: BRIDGING SOCIAL
SPACES IN THE SÃO PAULO

Anca Simionca

MANAGERIAL CAREERS IN THEIR
CONTEXT: MIDDLE CLASS ACTORS
IN A TRANSFORMING CITY

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: SANA Malhoa Hotel, Sala Belem VII

WRAP-UP AND GENERAL DISCUSSIONS

CHAIR: KEES BOERSMA, STEWART CLEGG
AND MARTIN KORNBERGER

SUB-THEME

29

Can Fair Leadership Make a Difference? Ethics, Integrity, Organizational Justice and Leadership

CONVENORS:

Thierry Nadisic, EM LYON, France,
nadisic@em-lyon.com
Steven Grover, University of Otago, New Zealand, sgrover@business.otago.ac.nz
David Patient, Catholic University of Portugal, Portugal, dapati@fcee.ucp.pt

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: SANA Malhoa Hotel, Espelhos
FAIR LEADERSHIP
SPECIAL GUEST: STEVEN BLADER,
STERN SCHOOL OF BUSINESS,
NEW YORK UNIVERSITY:
INTRODUCTORY TALK: FAIRNESS, ETHICS
AND LEADERSHIP

CHARISMATIC LEADERSHIP

CHAIR: THIERRY NADISIC

Eliane Bacha

THE RELATIONSHIP BETWEEN
TRANSFORMATIONAL LEADERSHIP, JOB
BEHAVIORS AND JOB CHARACTERISTICS

Discussant: Leonie Heres

*Shainaz Firfiray, Burak Koyuncu and
Margarita Mayo*

WHAT MAKES A RESPONSIBLE LEADER?
RISK CONTEXT, LEADER CHARISMA AND
FOLLOWER SELF-IDENTITY

Discussant: Isabelle Maque

SESSION II:

THURSDAY, JULY 1, 11:00–12:30
Location: SANA Malhoa Hotel, Espelhos

THE ROLE OF TRUST

CHAIR: STEVEN GROVER

Stefan Klaussner

TRUST AND LEADERSHIP – TOWARDS AN
INTERACTIVE PERSPECTIVE

Discussant: Marcel Feldmann

Maria Kakarika and Elena Alexandri

LEADERSHIP, TRUST, AND PSYCHOLOGICAL
MECHANISMS THAT INFLUENCE LEARNING:

A STUDY ON PSYCHOLOGICAL SAFETY
AND AFFECT

Discussant: Olga Epitropaki

*Massimo Pilati, Laura Innocenti and
Alessandro M. Peluso*

TRUST AND MANAGEMENT BEHAVIOUR IN
THE RELATIONSHIP BETWEEN EMPLOYEES
AND ORGANISATION

Discussant: Mark Gosling

SESSION III:

THURSDAY, JULY 1, 14:00–15:30
Location: SANA Malhoa Hotel, Espelhos

PRODUCING GLOBALLY RESPONSIBLE LEADERS

CHAIR: DAVID PATIENT

Stacey R. Fitzsimmons

BICULTURAL AND MULTICULTURAL
LEADERS: WHAT ARE THEY BRINGING
TO GLOBAL ORGANIZATIONS?

Discussant: Shainaz Firfiray

Nikodemus Solitander, Martin Fougère
and Heidi Herlin

CONDUCTING RESPONSIBLE MANAGEMENT
EDUCATION – REFLECTIONS FROM A
FINNISH BUSINESS SCHOOL

Discussant: Yves Habran

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: SANA Malhoa Hotel, Espelhos

CROSS-CULTURAL AND INTERORGANIZATIONAL PERSPECTIVES

CHAIR: THIERRY NADISIC

Shenjiang Mo, Simon A. Booth and
Zhongming Wang

HOW DO CHINESE FIRMS DEAL WITH
INTER-ORGANIZATIONAL CONFLICT?

Discussant: Thomas Diefenbach

Isabelle Maque

ROLE INTEGRITY, INTEGRITY AND LEADERSHIP:
IMPROVING CONCEPTUAL AND EMPIRICAL
KNOWLEDGE THROUGH THE MANAGEMENT OF
BANKING RELATIONSHIPS IN 4 FRENCH SMES

Discussant: Stefan Klaussner

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: SANA Malhoa Hotel, Espelhos

FAIRNESS AND LEADERSHIP

CHAIR: STEVEN GROVER

Marcel Feldmann and Jürgen Deeg

IN HIS MASTERS EYES. A FACTORIAL SURVEY
ON FAIR LEADERSHIP BEHAVIOR AND THE
ROLE OF SUPERIORS

Discussant: Soydan Soylu

Yves Habran

MANAGING A PLURALITY OF FAIRNESS
PERCEPTIONS. THE DYNAMICS OF TARGET
SETTING AND EVALUATIVE PRACTICES

Discussant: Laura Innocenti

Pamela Wehling and Sonja Teupen

UNFAIR AND YET STABLE? LEADERSHIP AS
THE NEGOTIATION PROCESS FOR RECIPROCITY

Discussant: Shenjiang Mo

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: SANA Malhoa Hotel, Espelhos

LEADERSHIP STYLES AND INTEGRITY

CHAIR: THIERRY NADISIC

Soydan Soylu

CREATING A FAMILY OR LOYALTY-BASED
FRAMEWORK: THE EFFECTS OF PATERNALIS-
TIC LEADERSHIP ON WORKPLACE BULLYING

Discussant: Stacey Fitzsimmons

Mark Gosling and Heh Jason Huang

AN EXPLORATORY INVESTIGATION OF
FACTORS AFFECTING THE PERCEPTION
OF A LEADER'S INTEGRITY

Discussant: Maria Kakarika

Olga Epitropaki, Robin Martin and
Geoff Thomas

BETRAYAL AND FORGIVENESS IN
LEADER-FOLLOWER RELATIONSHIPS

Discussant: Eliane Bacha

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: SANA Malhoa Hotel, Espelhos

MODELS OF ETHICAL LEADERSHIP AND CONCLUSION

CHAIR: DAVID PATIENT

Thomas Diefenbach and Rune By

INCOMPETENT OR IMMORAL LEADERSHIP?
WHY MOST MANAGERS AND CHANGE
LEADERS GET IT WRONG

Discussant: Nikodemus Solitander

Leonie Heres

ETHICAL LEADERSHIP: A VARIFORM
UNIVERSAL PHENOMENON

Discussant: Pamela Wehling

SUB-THEME

30

Englishization and Language Diversity in Contemporary Organizational Life

CONVENORS:

Wilhelm Barner-Rasmussen, Hanken School of Economics, Helsinki, Finland, wilhelm.barner-rasmussen@hanken.fi
 Rebecca Piekkari, Helsinki School of Economics, Finland, rebecca.piekkari@hse.fi
 Chris Steyaert, University of St. Gallen, Switzerland, chris.steyaert@unisg.ch

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Palacete, MBA (small)

THEME OF THE DAY:

ENGLISHIZATION IN ACADEMIA

CHAIR: CHRIS STEYAERT

Martyna Śliwa and Marjana Johansson

MULTILINGUALLY COMPETENT OR LINGUISTICALLY STRANDED?

Discussants: Tsedal B. Neeley, Yves Gambier and Peter Flynn

Carlos Cabral-Cardoso

THE ENGLISHIZATION OF HIGHER EDUCATION AND THE ADOPTION OF THE BUSINESS MODEL: FRESH AMMUNITION FOR THE INTERNAL POLITICAL WARFARE

Discussants: Monika Müller and José Lambert

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Palacete, MBA (small)

ENGLISHIZATION IN ACADEMIA (II)

CHAIR: CHRIS STEYAERT

Lieven D'hulst, Fernando Ferreira Alves, Peter Flynn, Yves Gambier, José Lambert and Reine Meylaerts

STRATEGIES UNDER THE WATERLINE: LANGUAGE, LINGUA FRANCA AND TRANSLATION

Discussants: Alexandre Reis Rosa and Simon Warren

José Lambert

DOES RANKING RHYME WITH BANKING? THE ACADEMIC APPROACH TO LANGUAGE, MULTILINGUALISM, TRANSLATION IN THE AGE OF GLOBALIZATION

Discussants: Wilhelm Barner-Rasmussen, Marjana Johansson and Martyna Śliwa

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Palacete, MBA (small)

ENGLISHIZATION IN ACADEMIA (III)

CHAIR: WILHELM

BARNER-RASMUSSEN

Alexandre Rosa and Mário Aquino Alves

'FOR THE ENGLISH TO READ': GLOBALIZATION, SCIENTIFIC PRODUCTION AND HEGEMONY OF ENGLISH LANGUAGE IN BRAZILIAN ORGANIZATION STUDIES

Discussant: Jane Kassis Henderson

Claudine Gaibrois and Chris Steyaert

TOWARDS A REFLEXIVE POLITICS OF
TRANSLATION AND LANGUAGE IN MANAGE-
MENT AND ORGANIZATION STUDIES

Discussant: José Lambert

Simon Warren

CONTESTING ORGANIZATIONAL SPACE,
LEGITIMATE LANGUAGE AND THE RE-MAKING
OF IRISH-SPEAKING IRELAND

Discussant: Carlos Cabral-Cardoso

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Palacete, MBA (small)

THEME OF THE DAY: ENGLISHIZA- TION IN CORPORATE CONTEXTS

CHAIR: WILHELM
BARNER-RASMUSSEN

Jane Kassis Henderson

RESISTANCE TO THE IMPOSITION OF ENGLISH
IN THE WORKPLACE: THE CASE OF A FRENCH
COMPANY

Discussants: Simon Warren and
Carlos Cabral-Cardoso

Tsedal B. Neeley

LANGUAGE MANDATES, STIGMA AND
ACHIEVED STATUS IN GLOBAL ORGANIZATIONS

Discussants: Martyna Dłiwa, Marjana Johansson
and Rebecca Piekkari

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Palacete, MBA (small)

ENGLISHIZATION IN CORPORATE CONTEXTS (II)

CHAIR: WILHELM
BARNER-RASMUSSEN

Monika Müller

BRANDSPEAK - THE HOMOGENI-EUPHEMIZA-
TION OF LANGUAGE AND MEANING AND THE
IDEA OF INTERNAL BRANDING

Discussants: Maria Cristina Secci,
Yves Gambier and Peter Flynn

Rebecca Piekkari

THE LANGUAGE POLICY IN INTERNATIONAL
FIRMS - WHERE IS IT HIDING?

Discussants: Kumar Kunal Kamal and
Tsedal B. Neeley

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Palacete, MBA (small)

THEME OF THE DAY: PHD PROJECTS AND FUTURE RESEARCH

CHAIR: REBECCA PIEKKARI

Kumar Kunal Kamal

DEVELOPMENT AND APPLICATION OF AN
INSTRUMENT TO FIND OUT THE LINGUISTIC
BACKGROUND OF EMPLOYEES IN MNCS

Discussants: Jane Kassis Henderson and
Wilhelm Barner-Rasmussen

Maria Cristina Secci

ENGLISH WORLD OR WORD? IS IT CLEAR?!?
(THE NEGATIVE EFFECT OF THE USE OF
ENGLISH IN ORGANIZATIONS)

Discussants: Chris Steyaert and
Monika Müller

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Palacete, MBA (small)

DISCUSSION, OBSERVATIONS BY THE CONVENORS AND CONCLUSIONS

CHAIR: REBECCA PIEKKARI

SUB-THEME

31

Imprints from the Past: Organizational Path Dependencies

CONVENORS:

Georg Schreyögg, Freie Universität Berlin,
Germany, georg.schreyoegg@fu-berlin.de
Martin Stack, Rockhurst University, Kansas
City, USA, martin.stack@rockhurst.edu
Jörg Sydow, Freie Universität Berlin,
Germany, joerg.sydow@fu-berlin.de

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: Fac. de Economía, room 143

IMPRINTING AND PATH DEPENDENCE

CHAIR: GEORG SCHREYÖGG

WELCOME AND INTRODUCTION

Olof Brunninge and Anders Melander

THE DYNAMICS OF PATH DEPENDENCE ON
THE ORGANIZATIONAL AND THE INDUSTRY
LEVEL. MODO AND THE SWEDISH PULP
AND PAPER INDUSTRY 1872–1990

Discussant: Paul F. Donnelly

Maud Pindard-Lejarraga and José Lejarraga

SOURCE OF LEARNING AND ORGANIZATIONAL
IMPRINTING: EXPERIENCE-BASED VS. DESCRIP-
TION-BASED INDUSTRY EVALUATIONS

Discussant: Maryse M.H. Chappin

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economía, room 143

ENTREPRENEURSHIP

CHAIR: MARTIN STACK

Alexandra Langer

LOCKED TO A DECISION – WHAT DRIVES
INDIVIDUAL PATH DEPENDENCE?

Discussant: Mariavittoria Cicellin

Stelios C. Zyglidopoulos, Robert Barbato
and Heidi Wechtler

FOUNDER'S IMPRINTING IN ENTREPRENEURIAL
ORGANIZATIONS

Discussant: Olof Brunninge

Maurício Reinert and Fabiane Verdu

THE INFLUENCE OF FOUNDING CONDITIONS IN
THE FORMATION OF RELATIONSHIPS: A COM-
PARATIVE CASE STUDY IN THE AUTOMOTIVE
INDUSTRY

Discussant: Raphael J. Mallach

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Fac. de Economia, room 143

INDUSTRY LEVEL ANALYSES

CHAIR: MARTIN STACK

Paul F. Donnelly

ORGANIZATIONAL PATHS: HISTORY, PROCESS
AND IRELAND'S INDUSTRIAL DEVELOPMENT
AUTHORITY

Discussant: Frithjof Stöppler

Daniel Haussmann

DISCURSIVE UN-LOCKING: THE RECENT QUEST
FOR VEHICLE ELECTRIFICATION IN CALIFORNIA

Discussant: Martin Stack

Elena Shulzhenko

CHALLENGING THE PERSISTENCE OF
ORGANISATIONAL PATHS: THE CASE OF
QUALITY MANAGEMENT IN THE RUSSIAN
AUTOMOTIVE INDUSTRY

Discussant: Alexandra Langer

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: Fac. de Economia, room 143

EMERGING FIELDS

CHAIR: JÖRG SYDOW

Frithjof Stöppler and Tobias Meyer

INTER-ORGANISATIONAL NETWORKS
AND PLATFORM COMPETITION: A PATH
DEPENDENCE PERSPECTIVE ON SOCIAL
CAPITAL AND EVIDENCE FROM THE
SMARTPHONE OPERATING SYSTEMS MARKET

Discussant: Stelios C. Zyglidopoulos

Douglas K.R. Robinson

ORGANIZING LOCK-IN, MANAGING OPENNESS:
PATH MODULATING ACTIVITIES WITHIN THE
MESO-LEVEL OF R&D CONSORTIA & INSTITU-
TIONS IN THE EMERGING FIELD OF
NANOTECHNOLOGY

Discussant: Maurício Reinert

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: Fac. de Economia, room 143

CORPORATE GOVERNANCE

CHAIR: GEORG SCHREYÖGG

Alessia Berni, Mariavittoria Cicellin,
Stefano Consiglio and Luigi MoscheraINSTITUTIONAL PATH CREATION AND PATH
DEPENDENCE IN THE ITALIAN TEMPORARY
WORK AGENCY FIELD

Discussant: Elena Shulzhenko

Anne Galander and Simon Oertel

THE EFFECT OF IMPRINTING ON ORGANIZA-
TIONAL NORM CONFORMITY – ANALYSIS
OF THE GERMAN CORPORATE GOVERNANCE
CODE

Discussant: Maud Pindard-Lejarraga

Sébastien Lechevalier, Cornelia Storz
and Junichi NishimuraTHE PLASTIC PROPERTY OF PATHS. THE
PATH-DEPENDENT EMERGENCE OF THE
PERSONAL ROBOT INDUSTRY IN JAPAN

Discussant: Jochen Koch

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: Fac. de Economia, room 143

NETWORKS AND COMPETITION

CHAIR: JÖRG SYDOW

Maryse M.H. Chappin, Marius T.H. Meeus
and Bart Cambré

TO GO INSIDE OR TO GO OUTSIDE?

IMPRINTS FROM THE PAST TO EXPLAIN FIRM'S
DECISION TO INNOVATE ALONE OR NOT

Discussant: Udo Staber

Raphael J. Mallach and
Michael Kleinaltenkamp

PATH DEPENDENCE IN B2B-RELATIONSHIPS

Discussant: Cornelia Storz

Felix F. Arndt and Michael Darby

THREE SIDES OF THE SAME COIN: RECENT
DEVELOPMENTS IN COMPETITIVE DYNAMICS

Discussant: Simon Oertel

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Fac. de Economia, room 143

NEW PERSPECTIVES

CHAIR: MARTIN STACK

Udo Staber

IDEAS FROM THE PAST: A MICRO-EVOLUTIONARY PERSPECTIVE ON THE DYNAMICS OF PATH PRODUCTION

Discussant: Douglas K.R. Robinson

Jochen Koch and Wasko Rothmann

FRAMING ASYMMETRIES: EXPLORING A PATH PREVENTION PERSPECTIVE

Discussant: Felix Arndt

Joseph Lampel

INSTITUTIONAL ENTREPRENEURSHIP AND PATH DEPENDENCE IN THE HOLLYWOOD FILM INDUSTRY

CONCLUSION AND FARE WELL

SUB-THEME

32

Design-Driven Innovation: Linguistic, Semantic and Symbolic Innovations vs. Technological and Functional Innovations

CONVENORS:

Céline Abecassis-Moedas, Universidade
Católica Portuguesa, Lisbon, Portugal,
ceabec@fcee.lisboa.ucp.pt
Sihem Ben Mahmoud-Jouini,
HEC School of Management, Paris, France,
jouini@hec.fr
Davide Ravasi, Bocconi University, Milan,
Italy, davide.ravasi@unibocconi.it

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: SANA Malhoa Hotel, Sala Belem III

DESIGN AND INNOVATION

CHAIR: CÉLINE ABECASSIS-MOEDAS

Naoya Takayanagi, Maho Tanaka and
Takaya Kawamura

CORPORATE MUSEUM AS A VEHICLE FOR
DESIGN MANAGEMENT – DESIGN MANAGE-
MENT AS A METHODOLOGY OF INTELLEC-
TUAL PROPERTY MANAGEMENT FOR
KNOWLEDGE CREATION

Bruce S. Tether and

Elif Bascavusoglu-Moreau

DESIGN IN INNOVATION: A COMPLEMENT
OR SUBSTITUTE TO R&D AND MARKETING
ACTIVITIES?

Joaquin Alegre and Ricardo Chiva

DESIGN MANAGEMENT DYNAMIC CAPABILITY
AND PRODUCT INNOVATION

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: SANA Malhoa Hotel, Sala Belem III

**INNOVATION IN STYLE
AND LANGUAGE**

CHAIR: SIHEM BEN MAHMOUD JOUINI

Micki Eisenman

THE \$189,000 IPAD: FASHION-DRIVEN
COMPETITION IN NON-FASHION INDUSTRIES

Claudio Dell'Era and Roberto Verganti

ORGANIZATION CHARACTERISTICS AND
MARKETING STRATEGIES IN THE DIFFUSION
PROCESSES OF PRODUCT MEANINGS

Paola Cillo and Emanuela Prandelli

IDENTITY AND CONDUCT IN GLOBAL
FASHION: THE INFLUENCE OF CRITICAL
AUDIENCE EVALUATION ON FIRMS'
INNOVATION PATTERNS

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: SANA Malhoa Hotel, Sala Belem III

DESIGN MANAGEMENT

CHAIR: DAVIDE RAVASI

Céline Abecassis-Moedas, Sihem Ben
Mahmoud Jouini and Delphine Manceau

ENTREPRENEURSHIP IN CREATIVE FIRMS:

THE CASE OF DESIGN CONSULTANCIES

Hans Berends, Isabelle Reymen,
Rutger G.L. Stultiëns and Murk Peutz

EXTERNAL DESIGNERS IN PRODUCT

DESIGN PROCESSES OF SMALL

MANUFACTURING FIRMS

Paris Chrysos, Akin Kazakci
and Phillipe LefebvreRE-DISCUSSING THE DESIGN: HOW IS
OPENNESS MANAGED? A STUDY ON THE
WEB 2.0 PLATFORMS CONTINUOUS
OPENNESS PHASE**SESSION IV:**

FRIDAY, JULY 2, 09:00–10:30

Location: SANA Malhoa Hotel, Sala Belem III

THE PRACTICE OF DESIGN

CHAIR: CÉLINE ABECASSIS-MOEDAS

Ileana Stigliani and Anne-Laure Fayard

DESIGNING NEW CUSTOMER EXPERIENCES:

A STUDY OF MATERIAL PRACTICES IN
SERVICE DESIGN

Marcus Jahnke and Lena Hansson

IMPLICIT INNOVATION – RADICAL SYMBOLIC
AND FUNCTIONAL INNOVATIONS AS A RESULT
OF DESIGN-DRIVEN EXPLORATIONS OF GEN-
DER ISSUES

Anna Rylander

UNPACKING THE MAGIC OF DESIGN:

DESIGN-DRIVEN INNOVATION AS
AESTHETIC EXPERIENCE

Joseph Lampel and Nermeen Mustafa

NARRATIVES AS DESIGN BOUNDARY OBJECTS
IN THE FRAGRANCE INDUSTRY**SESSION V:**

FRIDAY, JULY 2, 11:00–12:30

Location: SANA Malhoa Hotel, Sala Belem III

**PRODUCT ARCHITECTURES
AND SEMANTICS**

CHAIR: DAVIDE RAVASI

Marine Agogué and Mathias Béjean

DESIGNING NEW “WORLDS OF DESIRE”:

THE CASE OF THE LUXURY INDUSTRY

Anna Comacchio and Massimo Warglien

CONCEPTUAL COMBINATION: A SEMANTIC
FRAMEWORK FOR INNOVATIONAlessandra Carlone, Giuseppe Soda
and Arnaldo CamuffoWHAT'S BEHIND PRODUCT INNOVATION?
DISENTANGLING PRODUCT KNOWLEDGE
ARCHITECTURE**SESSION VI:**

SATURDAY, JULY 3, 9:00–10:30

Location: SANA Malhoa Hotel, Sala Belem III

**DESIGN THINKING AND
DESIGN TALK**

CHAIR: SIHEM BEN MAHMOUD JOUINI

Lars Hedemann

THE DUBIOUS ROLE OF ‘DANISH DESIGN’
IN THE INTERNATIONAL SUCCESS OF
DANISH FURNITURE

Ulla Johansson and Jill Woodilla

HOW TO AVOID THROWING THE BABY
OUT WITH THE BATH WATER: AN IRONIC
PERSPECTIVE ON DESIGN THINKING

SUB-THEME

33

Global Agenda for Strategic Organizational Learning in Turbulent Times

CONVENORS:

Elena Antonacopoulou, GNOSIS, University of Liverpool Management School, UK, e.antonacopoulou@liv.ac.uk
Wolfgang Güttel, Johannes Kepler-University Linz, Austria, wolfgang.guettel@jku.at
Jérôme Méric, IAE, University de Tours – ESCEM, France, meric@univ-tours.fr

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Fac. de Economia, room 240

NETWORKS AND SYSTEMS: LEARNING AS INTERCONNECTIVITY (1)

CHAIR: ELENA ANTONACOPOULOU, WOLFGANG GÜTTEL AND JÉRÔME MÉRIC

CONVENORS' INTRODUCTION TO SUB-THEME AND INTRODUCTION OF PARTICIPANTS

Frank Lerch and Gordon Müller-Seitz

NETWORK ABSORPTIVE CAPACITY: AN INTERORGANIZATIONAL PRACTICE-BASED ANALYSIS REGARDING THE DEVELOPMENT OF X-RAY TECHNOLOGIES

Alan Meyer and Raymond Zammuto

REVITALIZING ORGANIZATION THEORY:

AGING SCHOLARS, ANACHRONISTIC ASSUMPTIONS, AND FRESH STARTS

Louise Knight, Annie Pye and Helen Shipton

DEVELOPING NETWORK LEARNING CAPABILITY – THE DYNAMICS OF LEARNING BY INTER-ORGANIZATIONAL NETWORKS

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room 240

CHANGE AND DYNAMICS IN ROUTINES: LEARNING AS PRACTICE-

CHAIR: JÉRÔME MÉRIC

Stefan W. Konlechner

CAN A DYNAMIC CAPABILITY LIE DORMANT UNTIL IT IS REQUIRED? INFLUENCE FACTORS ON THE MUTATION OF A DYNAMIC CAPABILITY

Jörg Freiling

THE IMPACT OF ORGANIZATIONAL CULTURE ON ORGANIZATIONAL LEARNING IN TURBULENT TIMES

Cécile Belmondo, Caroline Sargis Roussel and Xavier Weppe

PRACTISING KNOWLEDGE CREATION WITHIN AND ACROSS ORGANIZATIONS: THE EMERGENT AND CONSTRAINED BUILDING OF LEARNING ROUTINES

Peter Eberl and Ariane Jäckel

THE AMBIVALENT ROLE OF TRUST IN TOP-MANAGERS FOR ORGANIZATIONAL LEARNING PRACTICES

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Fac. de Economia, room 240

FROM OL TO NEW IDEAS: THE POWER TO CREATE (1)

CHAIR: ELENA ANTONACOPOULOU

Jason Azuma and John F. McCarthy

LEADING FOR SUSTAINABILITY: ACCELERATING META-COMPETENCY DEVELOPMENT IN GLOBAL LEADERS

Christopher Fredette and Oana Branzei

A FOREGROUND-BACKGROUND MODEL OF CAPABILITY DISCOVERY

Ian Colville, Mike Carter and Annie Pye

ORGANIZING TO COUNTER TERRORISM: SENSEMAKING AND THE SHOUTING OF JEAN CHARLES DE MENEZES

Majdi Ben Selma

THE EUROPEAN ASSURBANKING MODEL: INSURANCE'S BANKING INTEGRATION

Rodrigo Antônio Silveira dos Santos, Cristiano José Castro de Almeida Cunha and Rodrigo Bandeira-de-Mello

THE DEVELOPMENT OF CRISIS LEADERSHIP DURING CRITICAL INFRASTRUCTURAL BREAKDOWNS: A POSSIBLE INTRACRISIS LEARNING TRIGGER

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 240

FROM OL TO NEW IDEAS: THE POWER TO CREATE (2)

CHAIR: WOLFGANG GÜTTEL

Daniela Manger and Manfred Moldaschl

INSTITUTIONAL REFLEXIVITY. AN INSTITUTIONAL APPROACH TO MEASURE INNOVATIVENESS OF FIRMS

Inga Rössing and Stephan Kaiser

IT'S TIME TO EXPERIMENT! ORGANIZATIONAL MANOEUVRES FOR EXPLORING AND EXPLOITING EXTERNAL KNOWLEDGE

Anna-Majja Nisula

SIMULATING AND SHAPING ORGANIZATIONAL RENEWAL PROCESSES BY THE METHODS OF THEATRE IMPROVISATION

Aafke G.M. Raaijmakers, Patrick A.M. Vermeulen and Marius T.H. Meeus

A MATTER OF TIME. MICRO MECHANISMS AND THE TIMING OF MANAGERS' STRATEGIC RESPONSES TO INSTITUTIONAL PRESSURES

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 240

LEARNING, CRISIS AND FAILURE

CHAIR: JÉRÔME MÉRIC

Paul McGrath and Michelle O'Toole

EXPLORING THE DYNAMICS OF ORGANIZATIONAL LEARNING FROM TRIBUNALS OF INQUIRY

Anna Fotoul Obermöller and Richard Soparnot

FAILING TO LEARN AND WHY IT WILL HAPPEN AGAIN: THE CASE OF THE ELECTRIC VEHICLE

Diana Mangalagiu, Roland Kupers and Angela Wilkinson

FINANCIAL CRISIS AND STRATEGIC LEARNING: USING SCENARIOS AS FRAMING DEVICES IN PROCESSES OF ANTICIPATORY KNOWLEDGE

Ranjita M. Singh

EMERGING FROM DARKNESS: ROLE OF INDIVIDUALS IN ORGANIZATIONAL LEARNING FROM FAILURE

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room 240

NETWORKS AND SYSTEMS: LEARNING AS INTERCONNECTIVITY (2)

CHAIR: WOLFGANG GÜTTEL

Lars Bengtsson and Natalia Ryzhkova

INVITING THE WORLD TO INNOVATE - MANAGERIAL CHALLENGES AND PRACTICES IMPLEMENTING WEB INNOVATION TOOLS



Ricardo Chiva, Pervez Ghauri
and Joaquín Alegre

ORGANIZATIONAL LEARNING, INNOVATION
AND INTERNATIONALIZATION: A MODEL
BASED ON COMPLEX ADAPTIVE SYSTEMS

Liv Egholm Feldt and Maja Lotz

MAKING JOINT LEARNING

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Fac. de Economia, room 240

GROUP DISCUSSION

CHAIR: REBECCA CHAIR:

ELENA ANTONACOPOULOU,
WOLFGANG GÜTTEL AND
JÉRÔME MÉRIC PIEKKARI

PANEL DISCUSSION IN RELATION TO
PTC - GNOSIS PROJECT - CONVENORS
AND INVITED SPEAKERS

SUMMARY OF KEY ISSUES RAISED
IN THE STREAM AND FUTURE STEPS
BEST PAPER AWARD

SUB-THEME

34

The Social Side of Creativity: Networks, Audiences and Rewards

CONVENORS:

Charles Baden-Fuller, Cass Business School, City University London, UK, c.baden-fuller@city.ac.uk
 Gino Cattani, The Stern School, New York University, USA, gcattani@stern.nyu.edu
 Simone Ferriani, University of Bologna, Italy, simone.ferriani@unibo.it

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Fac. de Economia, room 30

[Adina Sterling and Jill Perry-Smith](#)

GAINING ACCESS: THE EFFECTS OF SCIENTISTS' CREATIVITY AND GENDER ON AFFILIATION NETWORKS IN THE CHEMICAL INDUSTRY

[Tilo S. Peters and Vareska van de Vrande](#)

INVESTIGATING THE EXISTENCE OF INVENTORS' BIAS AND ITS EFFECTS ON CORPORATE INNOVATION

[Katja Rost](#)

THE SOCIAL SIDE OF INNOVATIONS: BENEFITS AND RISKS OF SOCIAL CAPITAL FOR KNOWLEDGE CREATION IN FIRMS

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room 30

[Fanny Simon and Albéric Tellier](#)

FROM AN IDEA TO A PROJECT: THE INFLUENCE OF SOCIAL NETWORKS IN THE CREATIVE PROCESS

[Marco Bettiol and Silvia Rita Sedita](#)

CREATIVITY AT WORK. WAVING BETWEEN SOCIAL AND BUSINESS NETWORKS IN A DESIGN COMMUNITY

[Gamze Koseoglu and Christina E. Shalley](#)

THE EFFECT OF MEMBER OUTSIDE NETWORK DIVERSITY ON TEAM CREATIVITY: A CATEGORIZATION ELABORATION MODEL APPROACH

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Fac. de Economia, room 30

[Stoyan V. Sgourev](#)

AN "ECLECTIC" OR AN "HARLEQUIN"? VALUATION TENSIONS IN STYLISTIC INCONSISTENCY

[Ann Julia Rippin and Alf Rehn](#)

PLAYING TO TYPE – PROFESSIONAL IDENTITIES, AUDIENCE INFLUENCE AND TYPECASTING IN CREATIVE ENDEAVORS

Peter Jäger, Stefan Haefliger
and Georg von Krogh

A DIRECTING AUDIENCE:
HOW SPECIALIZED FEEDBACK IN A VIRTUAL
COMMUNITY OF CONSUMPTION STIMULATES
NEW MEDIA PRODUCTION

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: Fac. de Economia, room 30

Ha Hoang

EXAMINING AN ARTIST'S INTERACTIONS
WITH COLLEAGUES, MENTORS AND CRITICS:
THE CASE OF ANNE SEXTON

Emily S. Block, Jo-Ellen Pozner
and Karen D.W. Patterson

CREATIVE POSITIONING: FIELD INFLUENCES
ON CREATIVE PROPENSITIES IN TELEVISION,
1944–2008

Gino Cattani, Simone Ferriani
and Marcello M. Mariani

RESOURCE DEPENDENCE, AUDIENCES & DE-
GREE OF EXPERIMENTATION: EVIDENCE FROM
THE CLASSICAL MUSIC SECTOR

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: Fac. de Economia, room 30

Joris J. Ebbers and Nachoem M. Wijnberg

DISENTANGLING THE EFFECTS OF REPUTATION
AND NETWORK POSITION ON THE EVOLUTION
OF ALLIANCE NETWORKS

Amélie Boutinot, Vincent Mangematin
and Irageael Joly

WHEN CELEBRITY DESTROYS ARTISTIC REPU-
TATION: THE CASE OF FRENCH ARCHITECTS

Daiji Fujii and Tomonori Inukai

DEVIATION FROM TECHNOLOGICAL PARADIGM:
BLUE LED DEVELOPMENT BY THE 'ALIENATED'

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: Fac. de Economia, room 30

Elisa Operti and Gianluca Carnabuci

INTRA-ORGANIZATIONAL COLLABORATION
NETWORKS, KNOWLEDGE, AND FIRMS' INNO-
VATIVE PERFORMANCE

Luciana Lazzeretti, Francesco Capone
and Tommaso Cinti

TECHNOLOGICAL INNOVATIONS AND CREATIVE
CLUSTERS. THE CASE OF LASER IN CONSERVA-
TION OF ARTWORKS IN FLORENCE

Yasuo Sugiyama, Yoshiaki Takao
and Ryoichi Kubo

HERITAGE OF COLLABORATIVE RESEARCH
AND CREATION OF BUSINESS ECOSYSTEM:
AN EMPIRICAL STUDY OF FIBER OPTIC
COMMUNICATIONS

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Fac. de Economia, room 30

Antonio Paco Giuliani and Gianni Lorenzoni

"THE RECIPE AT LARGE": KNOWLEDGE
DEPLOYMENT IN THE RESTAURANT SETTING

Antti Kauppinen and Anita Juho

THE ENTREPRENEURIAL NARRATIVES IN
UNDERSTANDING THE DRAMATISTIC NATURE
OF THE SOCIAL STRUCTURES IN
OPPORTUNITY CREATION

SUB-THEME

35

Organizational
Change, Identity,
and Legitimation

CONVENORS:

Gabriele Jacobs,
RSM – Erasmus University Rotterdam,
The Netherlands, gjacobs@rsm.nl
László Pólos, Durham Business School,
UK, laszlo.polos@durham.ac.uk
Johan van Rekom,
RSM – Erasmus University Rotterdam,
The Netherlands, jrekom@rsm.nl

SESSION I:

THURSDAY, JULY 1, 09:00–10:30
Location: Fac. de Economia, room 117

INTRODUCTION

CHAIR: GABRIELE JACOBS
LÁSZLÓ PÓLOS AND
JOHAN VAN REKOM

Fabrizio Perretti and Stefano Basaglia
THE WAY WE WERE: ORGANIZATIONAL
IDENTITY FORMATION AND EVOLUTION IN
EMERGING DOMAINS

Discussants:

1. Valeska Korff, Rafael Wittek,
Liesbet Heyse and Melinda Mills
2. Peter McLean and Patrick Dawson

*Valeska Korff, Liesbet Heyse,
Rafael Wittek and Melinda Mills*

EXCEPTIONALISM THROUGH
ORGANIZATIONAL ECCENTRICITY. AN
ALTERNATIVE PATHWAY TO LEGITIMACY IN
INSTITUTIONALIZED ENVIRONMENTS

Discussants:

1. Fabrizio Perretti and Stefano Basaglia
2. Peter McLean and Patrick Dawson

SESSION II:

THURSDAY, JULY 1, 11:00–12:30
Location: Fac. de Economia, room 117

CHAIR: GABRIELE JACOBS,
LÁSZLÓ PÓLOS AND
JOHAN VAN REKOM

Kari Skarholt and Lisbeth Hansson
ORGANIZATIONAL CHANGE AND THE
EFFECT ON ORGANIZATIONAL IDENTITY –
HOW REORGANIZATION CHALLENGE
IDENTITY AMONG OFFSHORE WORKERS

Discussants:

1. Israel Drori and Benson Honig
2. Maria Ershova

Israel Drori and Benson Honig

LEGITIMATION PROCESSES DURING THE
LIFE-CYCLE OF AN INTERNET FIRM

Discussants:

1. Maria Ershova
2. Kari Skarholt and Lisbeth Hansson

Maria Ershova

SYSTEM OF TRAINING AS THE FACTOR OF
SUSTAINABILITY IN THE TIMES OF CHANGE

Discussants:

1. Israel Drori and Benson Honig
2. Kari Skarholt and Lisbeth Hansson

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Fac. de Economia, room 117

CHAIR: GABRIELE JACOBS,

LÁSZLÓ PÓLOS AND

JOHAN VAN REKOM

Jouni Virtaharju and Timo Vuori

BUILDING FAITH THROUGH SENSEGIVING

Discussants:

1. Jane Hendy and James Barlow
2. Mette Morsing and Anne Roepstorff

Jane Hendy and James Barlow

IDENTIFICATION AND THE EMBEDDING OF
STRATEGIC CHANGE

Discussants:

1. Mette Morsing and Anne Roepstorff
2. Jouni Virtaharju and Timo Vuori

Mette Morsing and Anne Roepstorff

CSR AND ORGANIZATIONAL IDENTITY.
RAISING POLITICAL AWARENESS IN IKEA

Discussants:

1. Jane Hendy and James Barlow
2. Jouni Virtaharju and Timo Vuori

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: Fac. de Economia, room 117

CHAIR: GABRIELE JACOBS

LÁSZLÓ PÓLOS AND

JOHAN VAN REKOM

Huijuan Wang

THE EFFECT OF MODIFICATION INERTIA AND
EXTENT OF NICHE EXPANSION

Discussants:

1. Min Liu, Filippo C. Wezel and Erik R. Larsen
2. Gábor Peli and Hans Schenk

Min Liu and Filippo Carlo Wezel

THE GEOGRAPHY OF IDENTITY-BASED
PARTITIONING: ENTRY RATES OF MUNICIPAL
UTILITIES IN THE GERMAN ELECTRICITY
MARKET, 1998–2009

Discussants:

1. Huijuan Wang
2. Gábor Peli and Hans Schenk

Gábor Peli and Hans Schenk

BIASED REORGANIZATION CHANCE
ASSESSMENT SUPPORTS MERGER HYPES:
A FORMALIZATION IN MODAL LOGIC

Discussants:

1. Min Liu, Filippo C. Wezel and Erik R. Larsen
2. Huijuan Wang

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 117

CHAIR: GABRIELE JACOBS

LÁSZLÓ PÓLOS AND

JOHAN VAN REKOM

Guia B. Pirotti

THE DANGERS OF PURITY: ROLE CATEGORIES
AND INDIVIDUAL CAREER OUTCOMES

Discussants:

1. Soorjith Illickal Karthikeyan and
Filippo Carlo Wezel

2. Giacomo Negro and Anand Swaminathan

Soorjith Illickal Karthikeyan and Filippo
Carlo WezelTHE ARCHITECTURE OF ORGANIZATIONAL
IDENTITY: DYNAMICS OF SOCIAL CODES
AND AUDIENCE ATTENTION AMONG BRITISH
POLITICAL PARTIES, 1950-2005

Discussants:

1. Guia B. Pirotti

2. Giacomo Negro and Anand Swaminathan

Giacomo Negro and Anand Swaminathan

CHANGES IN RECORD COMPANY AFFILIATIONS
AND THE MARKET PERFORMANCE OF MUSIC
ARTISTS

Discussants:

1. Soorjith Illickal Karthikeyan and
Filippo Carlo Wezel

2. Guia B. Pirotti

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room 117

CHAIR: GABRIELE JACOBS

LÁSZLÓ PÓLOS AND

JOHAN VAN REKOM

Violetta Gerasymenko, Dirk De Clercq and
Harry J. SapienzaTHE ROLE OF EXTERNAL EXPERTISE AND
NEW MANAGEMENT RECRUITMENT IN THE
OUTCOMES OF BUSINESS MODEL CHANGE

Discussants:

1. Adelheid Susanne Esslinger

2. Arnaud Banoun

Adelheid Susanne Esslinger

STRUCTURATION THEORY AS PARADIGM IN
THE HEALTH CARE SECTOR:

THE ROLE OF MODALITY

Discussants:

1. Violetta Gerasymenko, Dirk De Clercq
and Harry J. Sapienza

2. Arnaud Banoun

Arnaud Banoun, Lucas Dufour and

Meena Andiappan

CONTROLLING CORPORATE REPUTATION
THROUGH THE MANAGEMENT OF IMAGE
GAPS

Discussants:

1. Adelheid Susanne Esslinger

2. Violetta Gerasymenko, Dirk De Clercq and
Harry J. Sapienza

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Fac. de Economia, room 117

INTEGRATION AND CONCLUSIONS

CHAIR: GABRIELE JACOBS

LÁSZLÓ PÓLOS AND

JOHAN VAN REKOM

Peter McLean and Patrick Dawson

WORKING AT THE COALFACE: BEING A MINER
IN TIMES OF CHANGE

Discussants:

1. Fabrizio Perretti and Stefano Basaglia

2. Valeska Korff and Liesbet Heyse

SUB-THEME

36

Unpacking the Innovation-Performance Link: Challenges for Organization Research

CONVENORS:

Stefano Brusoni, Bocconi University, Milan,
Italy, stefano.brusoni@unibocconi.it
Dean A. Hennessy, Tilburg University,
The Netherlands, hennessy@uvt.nl
Marius T.H. Meeus, Tilburg University,
The Netherlands, m.t.h.meeus@uvt.nl

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Fac. de Economia, room 31

**INNOVATION AS A PROCESS:
ROUTINES, CREATIVITY AND
PERFORMANCE**

CHAIR: MARIUS T.H. MEEUS

Hille Bruns and Paul Carlile

THE MISSING LINK. ASSESSING THE CIRCUM-
STANCES OF ROUTINE PERFORMANCE

Maria del Mar Bornay-Barrachina,
Mary Uhl-Bien, Lucy Gilson and
Ramón Valle Cabrera

AN EXAMINATION OF TEAM INNOVATION:

THE ROLE OF TEAM CREATIVE PROCESSES,
PSYCHOLOGICAL CLIMATE, AND LEADERSHIP

Daniella Laureiro-Martínez, Stefano Brusoni
and Maurizio Zollo

COGNITIVE CONTROL CAPABILITIES,

ROUTINIZATION AND DECISION-MAKING

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Fac. de Economia, room 31

**INNOVATION AND KNOWLEDGE
INTEGRATION**

CHAIR: DEAN HENNESSY

Anne Koch

EFFECTS OF FIRM-INTERNAL COORDINATION:
LEADERSHIP, FUNCTIONAL DIVERSITY, AND
DECISION MAKING

Stefano Brusoni, Paola Criscuolo
and Lionel Nesta

KNOWLEDGE INTEGRATION AND INNOVATIVE
PERFORMANCE IN THE PHARMACEUTICAL
INDUSTRY

Frank F. van Rijnsoever and Taco den Boer

PROFESSOR OR PROFESSIONAL?

A COGNITIVE-ECONOMICAL APPROACH FOR
THE RELATIONSHIP BETWEEN KNOWLEDGE
BASE, USE OF INFORMATION SOURCES AND
INNOVATIVE PERFORMANCE

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Fac. de Economia, room 31

INNOVATION AND KNOWLEDGE INTEGRATION

CHAIR: STEFANO BRUSONI

Dirk Deichmann and Jan van den Ende

PLUG THE EXPERIENCES OF THE PAST AND
PLAY TO SUCCEED: HOW LEARNING UNFOLDS
IN PROACTIVE CREATIVE INITIATIVESFederica Ceci, Francesca Masciarelli
and Andrea PrencipeMIND THE GAP: ADAPTING AND REORIENTING
FIRMS' ORGANIZATIONAL ARCHITECTURESarah S. Slaghuis, Anna P. Nieboer,
Mathilde M.H. Strating and Roland A. Bal

ENHANCING HEALTH CARE QUALITY

IMPROVEMENT: MEASUREMENT PRACTICES IN
RELATION TO PROJECT EFFECTIVENESS AND
SUSTAINABILITY**SESSION IV:**

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 31

MEASURING AND PREDICTING PERFORMANCE

CHAIR: DEAN HENNESSY

Gerardus J.M. Lucas, Joris Knobens and
Marius T.H. MeeusINCONSISTENCY IN PERFORMANCE FEEDBACK
AND INNOVATION: A PANEL DATA STUDY ON
DUTCH FIRMS FROM 1995-2006

Peiran Su and Peter McNamara

THE IMPACT OF FAILURE: AN EMPIRICAL STUDY
ON THE INNOVATIVENESS OF NEW PRODUCT
DEVELOPMENT

George N. Chondrakis

INNOVATION AND VALUE APPROPRIATION:
NEW INSIGHTS FROM SERVICES

Chengwei Liu

WHY ARE PEOPLE LIKELY TO MISTAKE LUCK
FOR SKILL WHEN EVALUATING EXCEPTIONAL
PERFORMANCE?**SESSION V:**

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 31

INNOVATION AND INDUSTRIAL DYNAMICS

CHAIR: STEFANO BRUSONI

María José Álvarez Gil,
María J. Montes-Sancho
and Maria Cristina De StefanoENVIRONMENTAL INNOVATION AND
PERFORMANCE: THE PARTICULAR CASE
OF THE AUTOMOBILE INDUSTRY

Pelin Demirel and Mariana Mazzucato

INNOVATION AND FIRM GROWTH:
IS IT WORTH IT? AND WHY IT MATTERSJohn M. de Figueiredo and
Brian S. SilvermanDO THE MOST INNOVATIVE FIRMS STAY OR GO?
AN EMPIRICAL ANALYSIS OF INNOVATION AND
EXIT IN THE LASER PRINTER INDUSTRY



SUB-THEME

37

Negotiating the Tensions between Global and Local Work, Communication and Technology Practices in a Flattening World

CONVENORS:

Pamela Hinds, Management Science & Engineering, Stanford University, USA, phinds@stanford.edu

Eric van Heck, Rotterdam School of Management, Erasmus University, The Netherlands, evanheck@rsm.nl
Elisa Mattarelli, Department of Engineering Science and Methods, University of Modena and Reggio Emilia, Italy, elisa.mattarelli@unimore.it

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Centro Digital, room "Africa"

SENSEMAKING IN VIRTUAL TEAMS

CHAIR: PAMELA HINDS

[Jatinder S. Sidhu](#) and [Henk W. Volberda](#)

MANAGING THE TENSIONS OF GLOBALLY DISTRIBUTED WORK: THE COORDINATION OF ONSHORE AND OFFSHORE TEAMS

[François Lambotte](#) and

[François-Philippe Fayad](#)

NEGOTIATING COLLECTIVE SENSEMAKING IN VIRTUAL TEAMS

Discussant: Anca Metiu

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Centro Digital, room "Africa"

GLOBAL WORKERS

CHAIR: PAMELA HINDS

[Sara Värlander](#) and [Anna Essén](#)

'GLOBAL WORK': AN EXPLORATORY STUDY OF EMBODIED EXPERIENCES, TACTICS AND PERFORMANCE EFFECTS

[Petra M. Bosch-Sijtsema](#) and

[Renate Fruchter](#)

LIVING IN THE BEEHIVE. ORGANIZATIONAL CULTURE DIFFERENCES BETWEEN HQ AND REMOTE TEAM SUBGROUPS

Discussant: Fabiola Bertolotti

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Centro Digital, room "Africa"

INNOVATION AND R&D GLOBALLY DISTRIBUTED TEAMS

CHAIR: PAMELA HINDS

[Françoise Chevalier](#) and [Rosana Silveira Reis](#)

CULTURAL DIVERSITY AND THE CREATIVE PROCESS OF GLOBALLY DISTRIBUTED TEAMS

[Fredrik Hacklin](#)

CONVERGENCE AND INNOVATION: THE CONFLICT OF ORGANIZATIONAL PERSPECTIVE

Fabiola Bertolotti, Elisa Mattarelli,
Andrea Prencipe and Amar Gupta

THE INTERPLAY BETWEEN MULTITASKING
AND MODULARITY IN GLOBALLY
DISTRIBUTED TEAMS

Discussant: Andrea Carugati

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: Centro Digital, room “Africa”

COMMUNICATION ACROSS CULTURE

CHAIR: ELISA MATTARELLI

Anne-Laure Fayard and Anca Metiu

THE ROLE OF WRITING IN KNOWLEDGE
SHARING AND DEVELOPMENT: EVIDENCE
FROM LETTERS

Lisbeth Clausen and Mette Zølner

GLOBAL STRATEGIES AND LOCAL IMPLEMEN-
TATION IN CREATING A STRONG CORPORATE
CULTURE: HEADQUARTER-SUBSIDIARY PRO-
CESSES AND PERCEPTIONS

Discussant: Paul Leonardi

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: Centro Digital, room “Africa”

IT AND INTEGRATION

CHAIR: ELISA MATTARELLI

Rose Erkelens, Bart van den Hooff,

Marleen Huysman and Paul W.L. Vlaar

THE GLOBAL R&D MANAGEMENT LEARNING
CYCLE: COPING WITH KNOWLEDGE
CHALLENGES IN DISTRIBUTED RESEARCH
AND DEVELOPMENT

Per Sjøvig and Andrea Carugati

ON THE DEINSTITUTIONALIZATION AND INSTI-
TUTIONALIZATION PRACTICES OF ENTERPRISE
SYSTEMS RE-IMPLEMENTATION

Eduardo Diniz, René Birochi

and Marlei Pozzebon

FINANCIAL INCLUSION THROUGH CORRESPON-
DENTS: THE CASE OF AMAZONIAN AUTAZES

Discussant: Diane Bailey

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: Centro Digital, room “Africa”

GLOCALIZATION IN INDUSTRIES

CHAIR: ERIC VAN HECK

Javier Aguilera-Caracuel,

José Manuel de la Torre-Ruiz

and M^a Ángeles Escudero-Torres

THE INFLUENCE OF THE INSTITUTIONAL
DISTANCE BETWEEN THE HOME AND THE
HOST COUNTRY ON THE ENVIRONMENTAL
STANDARDIZATION STRATEGY IN
MULTINATIONAL ENTERPRISES

Laure Leglise

THE TRANSNATIONAL DISSEMINATION OF
DOMINANT STRATEGIC MODELS TO AFRICA:
AN EXPLORATORY STUDY

Discussant: Jane Salk

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Centro Digital, room “Africa”

MULTINATIONAL ENTERPRISES

CHAIR: ERIC VAN HECK

Ayşe Saka-Helmhout,

Florian Becker-Ritterspach

and Jasper J. Hotho

UNLEASHING AGENCY IN INSTITUTIONALLY
DIVERSE SETTINGS

Lin Yan

POWER IN A FLATTENING WORLD:
A GROUNDED STUDY ON AN INTERNATIONAL
NEW VENTURE

Discussant: Bart van den Hooff

PANEL: WHERE DO WE GO FROM HERE?

SUB-THEME

38

Institutions, Culture, and Movements

CONVENORS:

Tina Dacin, Queens University, Canada,
tdacin@business.queensu.ca
Kamal Munir, University of Cambridge,
UK, k.munir@jbs.cam.ac.uk
Paul Tracey, University of Cambridge,
UK, p.tracey@jbs.cam.ac.uk

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Centro Digital, room “America”

CULTURE, INSTITUTIONS AND WINE

CHAIR: PAUL TRACEY

Maxim Voronov, Dirk De Clercq and
C.R. (Bob) Hinings

GROBALIZING, GLOCALIZING AND ORGA-
NIZING: THE CASE OF THE ONTARIO WINE
INDUSTRY

Robert J. David, Johnny Boghossian
and Tina Dacin

RESISTING THE ASCENDANT LOGIC: THE
ROLE OF LOCAL CULTURE IN THE NASCENT
QUEBEC WINE-MAKING INDUSTRY

Grégoire Croidieu and Philippe Monin

FROM BLACK IVORY TO RED IVORY:
SHIFT IN ECONOMIC REGIME IN THE PORT
OF BORDEAUX (1730–1870)

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Centro Digital, room “America”

SOCIAL CHANGE

CHAIR: KAMAL MUNIR

Glen Whelan, Judy Muthuri, Frank de Bakker
and Frank den Hond

HUMAN RIGHTS AND CHINESE STATE-OWNED
OIL COMPANIES: CAN ACTIVISM MAKE A
DIFFERENCE?

Louise McArdle

FAIR ENOUGH? THE MARKET, FAIR TRADE
AND GENDER

Amer Khan and Jaco Lok

ASSISTING THE POOR THROUGH A FINANCIAL
SYSTEMS LOGIC. BEYOND THEORIZATION AND
RHETORIC IN INSTITUTIONAL CHANGE
IMPLEMENTATION

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Centro Digital, room “America”

GLOBALIZATION OF INSTITUTIONS

CHAIR: SHAHZAD ANSARI

Olivier Berthod

WHAT DRIVES LOCAL RESISTANCE TO GLOBAL
LABELS? THE FAILURE OF THE UNESCO-
WORLD HERITAGE PROGRAM IN DRESDEN

Maria Joutsenvirta and Eero Vaara

CORPORATE SOCIAL RESPONSIBILITY, LEGITI-
MACY AND POSTCOLONIALISM: A COMPARA-
TIVE DISCURSIVE ANALYSIS OF A CONTESTED
CORPORATE INVESTMENT IN LATIN AMERICA

Yiannis Kyratsis

INSTITUTIONAL DIFFUSION OF A NEW
HEALTHCARE TEMPLATE ACROSS THE DIVERSE
CULTURAL LANDSCAPE OF FIVE EUROPEAN
TRANSITION COUNTRIES

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: Centro Digital, room “America”

RESISTANCE AND CHANGE

CHAIR: TINA DACIN

Emil Inauen

INTERNALIZING MOTIVATION: MOTIVATION IN RELIGIOUS ORDERS

Romy Kraemer

STRANGERS, LORDS, AND CHILDREN: A CRITICAL VIEW ON MANAGERS’ CONSTRUCTIONS OF ANTI-CORPORATE RESISTANCE

Joeri Mol, Ming Ming Chiu, Iván Orosa Paleo and Nachoem Wijnberg

SOMETHING BETTER CHANGE: GENRES & INSTITUTIONAL INNOVATION IN POPULAR MUSIC

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: Centro Digital, room “America”

CULTURE, MOVEMENTS AND ORGANIZATIONS

CHAIR: EDWARD J. CARBERRY

Mark Fletcher

CULTURE AND AUTHENTICITY AS A DRIVER FOR CHANGE IN INDUSTRIES:

THE UK KIT CAR INDUSTRY, 1949–2009

PakCheun Cheng, Shahzad Ansari and Bas Koene

INSTITUTIONAL CHANGE, NEW MARKETS AND THE ROLE OF MULTINATIONAL CORPORATIONS. A STUDY OF THE TEMPORARY STAFFING INDUSTRY IN SPAIN

Steve Maguire and Nelson Phillips

THEORIZING RISK AND ORGANIZATION

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: Centro Digital, room “America”

SUSTAINABILITY, INSTITUTIONS AND MOVEMENTS

CHAIR: KAMAL MUNIR

Simone Schiller-Merkens

GREEN IS THE NEW BLACK: SOCIAL MOVEMENTS AND THE CONSTITUTION OF AN ETHICAL FASHION FIELD IN THE UK AND IN GERMANY

Edward J. Carberry

KEEPING ORGANIZATIONS HONEST: FRAMING, COUNTERFRAMING, AND THE ROLE OF SOCIAL MOVEMENTS IN CONTESTING ORGANIZATIONAL IDENTITY

*Daniela Viegas and**Armindo dos Santos de Sousa Teodósio*

DISCOURSES OF SUSTAINABLE CONSUMPTION IN “UNDER-DEVELOPED” COUNTRIES: TRAPS OF SOCIAL MOVEMENTS AND CORPORATION ACTION IN THE BRAZILIAN CULTURE

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Centro Digital, room “America”

ENVIRONMENT, STANDARDS AND MOVEMENTS

CHAIR: PAUL TRACEY

*Brandon H. Lee, Wesley D. Sine and Pamela S. Tolbert*CERTIFYING THE HARVEST: ENTRY DYNAMICS AND STANDARDS-BASED CERTIFICATION ORGANIZATIONS IN A NASCENT MARKET
Klaus Weber and Sara B. Soderstrom
CORPORATIONS AND THE ENVIRONMENTAL MOVEMENT: GLOBAL AND LOCAL CONTESTATIONS AND INSTITUTIONAL CHANGE

Tina Dacin, Kamal Munir and Paul Tracey:

CONCLUDING THOUGHTS

SUB-THEME

39

The Organization of Contemporary Work: Continuity, Revision or Change?

CONVENORS:

Julia Richardson, York University,
Canada, jrichard@yorku.ca
Clare Kelliher, Cranfield School of
Management, UK,
clare.kelliher@cranfield.ac.uk
Pascale Peters, Radboud University
Nijmegen, The Netherlands,
p.peters@fm.ru.nl

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Novotel, Sala Bruxelas

ARE YOU STAYING?

CHAIR: JULIA RICHARDSON

Andrea Toarniczky, Sára Csillag,
Katalin Bácsi, Henriett Primecz,
Roland Szilas and Csaba Kiss

CONSEQUENCES OF EMPLOYEE
FRIENDLY WORK PRACTICES TO
EMPLOYEE COMMITMENT

Discussants: Group discussion

Ursula Christine Loisch and
Angelika Schmidt

ORGANIZATIONAL COMMITMENT IN THE
CONTEXT OF CHANGING EMPLOYMENT
RELATIONS: AN EMPIRICAL INVESTIGATION
IN THE CREATIVE INDUSTRIES

Discussants: Group discussion

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Novotel, Sala Bruxelas

ARE YOU WELL?

CHAIR: CLARE KELLIHER

Barbara Imperatori, Chiara Paolino
and Anna Grandori

AN ORGANISATIONAL COMBINATIVE
APPROACH TO NEW WORK ARRANGEMENTS
AND WELLBEING: BACK TO THE FUTURE?

Gregor Bouville

FLEXTIME AS A DETERMINANT OF SICKNESS

ABSENCE: A MEN TO WOMEN AND JUNIORS

TO SENIORS COMPARISON

Michael Pedersen, Sara Louise Muhr
and Rasmus Johnsen

'I AM SIMPLY THE BEST – SO WHY CAN'T I SAY

NO?' STRESS AS A FORM OF SELF-MANAGE-

MENT AMONG CONSULTANTS

Discussant: Kristine Dery

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Novotel, Sala Bruxelas

ARE YOU HAPPY?

CHAIR: PASCALE PETERS

Torstein Nesheim, Karen M. Olsen
and Arne L. Kalleberg

AUTONOMY AND JOB SATISFACTION IN

TRIADIC EMPLOYMENT RELATIONS

Barbara Beham, Sonja Drobnič
and Patrick Präg

SATISFACTION WITH WORK-FAMILY BALANCE
OF PART-TIME AND FULL-TIME SERVICE SECTOR
EMPLOYEES IN EUROPE

Erika Fladung and Anja Iseke

SATISFACTION AND DISCREPANCIES BETWEEN
ACTUAL AND DESIRED WORK ARRANGEMENTS:
A COMPARISON BETWEEN PART-TIME AND
FULL-TIME EMPLOYEES BASED ON THE GERMAN
SOCIO-ECONOMIC PANEL (GSOEP)

Discussant: tba

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Novotel, Sala Bruxelas

NOW YOU SEE ME, NOW YOU DON'T

CHAIR: JULIA RICHARDSON

Angela Jane Knox

'WHERE THE WILD THINGS ARE':

A QUALITATIVE ANALYSIS OF TEMPORARY
WORK AGENCY EMPLOYMENT

Donald Hislop

WORK-RELATED TRAVEL AS LIMINAL
TIME-SPACE

Discussant: Barbara Beham

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Novotel, Sala Bruxelas

WHEN WORK GOES HOME

CHAIR: CLARE KELLIHER

Raffaella Valsecchi

CONTROL AND CONTRADICTIONS IN FLEXIBLE
WORK: A FOCUS ON HOME-TELEWORKING

Samula Mescher, Yvonne Benschop and
Hans Doorewaard

ORGANIZATIONAL BOUNDARY WORK:
EXPLORING THE ROOM FOR 'LIFE' AT 'WORK'

Kristine Dery, Judith MacCormick, Darl Kolb
and Charles-Henri Besseyre des Horts

WHEN IS ENOUGH ENOUGH? A STUDY OF
BLACKBERRY USE AND ORGANISATIONAL
ENGAGEMENT

Discussant: Torstein Nesheim

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Novotel, Sala Bruxelas

**DIVERSE WORK PRACTICES IN
NURSING AND FINANCE**

CHAIR: PASCALE PETERS

Ulla Forseth, Tove Håpnæs and Liv Berge

GLOBALIZATION, RESISTANCE, AND DIVERSE
WORK PRACTICES IN AN INTERNATIONAL
FINANCE COMPANY

Diane van den Broek and Daniel Nyberg

IN THE NEXUS OF I.T. AND PROFESSIONALISM:
TELE-NURSING AS CONTINUING, REVISING
AND CHANGING A PROFESSION

Discussant: Donald Hislop

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: Novotel, Sala Bruxelas

**AND NOW FOR SOMETHING
COMPLETELY DIFFERENT**

CHAIR: JULIA RICHARDSON

Klaus-Peter Schulz and Hannele Kerosuo

RE-FRAMING CONTEMPORARY WORK RE-
SEARCH: DEVELOPING PARTICIPATIVE METH-
ODOLOGIES TO STUDY WORK PROCESSES

Mark Mortensen

THE TEAM UNBOUND: TRAJECTORIES AS
A NEW APPROACH TO COLLABORATION IN
LIGHT OF THE CHANGING NATURE OF WORK

Inge Hermanrud and Dorte Eide

LEARNING AS A COORDINATION PROCESS:
THE ROLE OF DISPLAYED PRACTICES AND
CULTURE IN MANAGED NETWORKS

SUB-THEME

40

From Bureaucratic to “Post-Bureaucratic” Identities? Epochalism, Hybridization and the Politics of Organizing

CONVENORS:

Haldor Byrkjeflot, Rokkansenteret and University of Bergen, Norway, haldor.byrkjeflot@rokkau.uib.no
Paul du Gay, Copenhagen Business School, Denmark, and Warwick Business School, UK, pdg.ioa@cbs.dk
Heidi Houlberg Salomonsen, University of Aalborg, Denmark, heidi@epa.aau.dk

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: ISEGI, Auditório, Piso 0

BRANDING AND HYBRIDIZATION

CHAIR: HALDOR BYRKJEFLOT

Saara L. Taalas, Lotta Häkkinen and Nina Kivinen

HYBRID ORGANIZATION – BRAND SITES OF CO-PRODUCTION

Discussant: Svein Ivar Angell

Maria Blomgren and Caroline Waks

THE POLITICS OF ORGANIZING IN A POST-BUREAUCRATIC ERA. DOCTORS AS BOUNDARY SPANNERS

Discussant: Nina Kivinen

Svein Ivar Angell

NATION BRANDING – A HYBRID OF MARKET, CULTURE AND POLITICS?

Discussant: Maria Blomgren

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

PARALLEL STREAMS

Location: ISEGI, Auditório, Piso 0

PARALLEL STREAM A

CHAIR: CRISTINA GARSTEN

Anders Bojesen and Kristian Gylling Olesen

ORGANIZATIONS AS HYBRIDS? ON BUREAUCRACY AND ENTREPRENEURSHIP IN THE GOVERNANCE OF DANISH SCHOOLS

Discussant: Haldor Byrkjeflot

Mette Mogensen and Kristian Gylling Olesen

FROM THE REGULATION OF THE WORKING ENVIRONMENT TO THE MANAGEMENT OF WELL-BEING – AN EMPIRICAL STUDY AMONG POSTAL WORKERS AND TEACHERS

Discussant: Paul McGrath

Michelle O’Toole and Paul McGrath

HYBRIDIZATION OR CO-EXISTENCE – LOOKING BACK TO HELP US PEER FORWARD

Discussant: Anders Bojesen

Location: Fac. de Economia, Library Upper Floor

PARALLEL STREAM B

CHAIR: PAUL DU GAY

Bente Rasmussen and Tove Håpnes

FROM FEUDAL LORDS TO MODERN ORGANIZATION? DESIGNING AN ORGANISATION OF KNOWLEDGE WORK

Discussant: Pia Bramming

Carl Rhodes and Oriana Price

LEARNING: NEMESIS OR PARASITE
TO BUREAUCRACY?

Discussant: Bente Rasmussen

Pia Bramming, Sverre Raffnsøe, Anders
Raastrup Kristensen and Michael Pedersen

THE ENTRY OF SELF MANAGEMENT INTO
WORK ENVIRONMENT RESEARCH

Discussant: Carl Rhodes

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: ISEGI, Auditório, Piso 0

HYBRIDIZATION IN HEALTH CARE ORGANIZING AND MANAGEMENT

CHAIR: BENTE RASMUSSEN

Dimitrios Spyridonidis and Michael Calnan

HYBRIDISATION AND THE POLITICS OF
ORGANIZING: THE CASE OF NICE GUIDELINES
IN THE ENGLISH NHS

Discussant: Peter Kragh Jespersen

Niamh Lennox-Chhugani

“WE ARE NOT A DEMOCRACY”:
CREATING A POST-BUREAUCRATIC IDENTITY
IN AN ACADEMIC HEALTH CENTRE

Discussant: Dimitrios Spyridonidis

Peter Kragh Jespersen and Haldor Byrkjeflot

HYBRID MANAGEMENT IN HOSPITALS

Discussant: Niamh Lennox-Chhugani

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: ISEGI, Auditório, Piso 0

PROFESSIONAL IDENTITIES AND BUREAUCRACY

CHAIR: HEIDI HOULBERG
SALOMONSEN

Bernadette Loacker and

Katharina Chudzikowski

BEYOND BUREAUCRACY AND ENTREPRE-
NEURIALISM: ON THE MUTUAL CONSTRUC-
TION OF CAREER CONTEXTS AND PROFES-
SIONAL SELF-IDENTITIES

Discussant: Giseline Rondeaux

Julia Fleischer

“YES, SPECIAL ADVISER”? HOW SPECIAL
ADVISERS AFFECT BUREAUCRATIC IDENTITIES
OF PERMANENT SECRETARIES IN UK

Discussant: Penelope Tuck

Giseline Rondeaux

HYBRIDIZATION OF IDENTITIES AND THE STRUC-
TURING ROLE OF CONTEXT: ARE THERE COM-
MON FEATURES IN PUBLIC ADMINISTRATIONS?

Discussant: Bernadette Loacker

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: ISEGI, Auditório, Piso 0

AGENCIFICATION, POLITICIZA- TION AND CHANGING BARGAINS – TRAITS OF POST-BUREAUCRACY?

CHAIR: PENELOPE TUCK

Sjors Overman and Sandra van Thiel

AGENCIFICATION AND THE TRANSITION TO A
POST-BUREAUCRATIC EPOCH

Discussant: Karolien Van Dorpe

Karolien Van Dorpe and Jacques Bourgault

THE CHANGING FACE OF THE SENIOR
CIVIL SERVICE?

Discussant: Thurid Hustedt

Thurid Hustedt and

Heidi Houlberg Salomonsen

EXPLAINING HYBRIDS OF THE IDEAL BUREAU-
CRACY: THE CASE OF POLITICIZATION

Discussant: Sjors Overman

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: ISEGI, Auditório, Piso 0

MANAGERIAL IDENTITIES AND (CHANGING?) BUREAUCRACIES

CHAIR: PETER KRAGH JESPERSEN

Bent M. Sørensen

THAT LOOKS FASCINATING, BOSS! SELF-
MANAGEMENT AND PHALLOCRATS IN THE
CREATIVE INDUSTRIES

Discussant: Harald Torsteinsen



Harald Torsteinsen

THE RETURN OF PROFESSIONAL MIDDLE
MANAGEMENT IN NORWEGIAN LOCAL
GOVERNMENT

Discussant: Julie Wolfram Cox

Jennifer Jones-Ellis, Julie Wolfram Cox and
Georgina Caillard

BUREAUCRATIC CHANGE AND MANAGERIAL
IDENTITIES IN CONTEMPORARY POLICING

Discussant: Bent M. Sørensen

SESSION VII:

SATURDAY, JULY 3, 11:00-12:30

Location: ISEG, Auditório, Piso 0

IDENTIFYING AND CONCEPTUALIZ- ING HYBRID ORGANIZATIONS AND REGULATIONS

CHAIR: HALDOR BYRKJEFLOT,
PAUL DU GAY AND HEIDI HOULBERG
SALOMONSEN

Christina Garsten and Kerstin Jacobsson

POST-POLITICAL REGULATION: PARTNERSHIP,
VOLUNTARISM, AND ILLUSORY CONSENSUS

Discussant: Marcus Vinícius Peinado Gomes

Eva Bejerot and Hans Hasselbladh

TECHNOLOGIES OF HYBRIDIZATION – GENERIC
TRAITS OF NEW PUBLIC MANAGEMENT

Discussant: Christina Garsten

Marcus Vinícius Peinado Gomes,
Mário Aquino Alves and Peter Kevin Spink

THE CONCEPTUAL EVOLUTION OF
COOPTATION FROM BUREAUCRACIES TO
POST-BUREAUCRATIC HYBRID ORGANIZATIONS

Discussant: Hans Hasselbladh

SUB-THEME

41

The Role of Leadership, Responsibility, and Ethics: Behavioral Issues of Implementing CSR

CONVENORS:

Andreas Georg Scherer, University of Zurich, Switzerland,
andreas.scherer@iou.uzh.ch
Guido Palazzo, University of Lausanne, Switzerland, guido.palazzo@unil.ch
Gary Weaver, University of Delaware, USA, weaverg@lerner.udel.edu

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Fac. de Economia, room 144

LEADERSHIP THEORY BUILDING – RESPONSIBILITY IN A GLOBALIZED WORLD

CHAIR: GARY WEAVER

Nicola M. Pless and Thomas Maak

HOW LEADERS THINK ABOUT DOING THE RIGHT THING – LEADER COGNITION AND RESPONSIBILITY IN A COMPLEX WORLD

Discussant: Donal Crilly

Moritz Patzer and Andreas Georg Scherer

GLOBAL RESPONSIBLE LEADERSHIP:

TOWARDS A POLITICAL CONCEPTION

Discussant: Andre Spicer

Christian Voegtlin, Moritz Patzer and Andreas Georg Scherer

RESPONSIBLE LEADERSHIP IN GLOBAL BUSINESS: A CONTINGENCY APPROACH

Discussant: Daina Mazutis

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room 144

BUSINESS LEADERS BETWEEN RESPONSIBILITY AND PROFITS

CHAIR: ANDREAS GEORG SCHERER

Duane Windsor

WHY BUSINESS LEADERS ENGAGE IN SOCIALLY RESPONSIBLE ACTIONS

Discussant: Heiko Spitzack

Mario Fernando and A.B. Sim

STRATEGIC AMBIGUITY AND LEADERS' RESPONSIBILITY BEYOND MAXIMISING PROFITS

Discussant: Eyal Yaniv

Mats Alvesson and Andre Spicer

CRITICAL LEADERSHIP STUDIES

Discussant: Jo Crotty

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Fac. de Economia, room 144

IMPLEMENTING CSR – THE ROLE OF STAKEHOLDERS

CHAIR: GUIDO PALAZZO

Donal Crilly, Maurizio Zollo and

Morten Hansen

NORM AMBIGUITY AND DECOUPLING IN THE CONTEXT OF CORPORATE SOCIAL RESPONSIBILITY

Discussant: Gian-Claudio Gentile

Michal Mozes, Zvi Josman and Eyal Yaniv

THE IMPACT OF CORPORATE SOCIAL RESPONSIBILITY ON ORGANIZATIONAL IDENTIFICATION AND MOTIVATION

Discussant: Heather Elms

Rashedur Chowdhury and
Stelios Zyglidopoulos

HOW IS THE FATE OF THE SUBALTERNs DETERMINED? RETHINKING THE STAKEHOLDER THEORY AND THE DELIBERATIVE APPROACH TOWARDS CORPORATE SOCIAL RESPONSIBILITY

Discussant: Razvan Lungeanu

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 144

IMPLEMENTING CSR – EXPERIENCES FROM DIFFERENT COUNTRIES

CHAIR: GARY WEAVER

Christian Lorenz, Gian-Claudio Gentile and
Theo Wehner

CORPORATE CITIZENSHIP IN SWITZERLAND: INSTITUTIONAL, ORGANIZATIONAL, AND INDIVIDUAL CONSIDERATIONS ACCORDING TO THE MODEL OF CORPORATE SOCIAL PERFORMANCE

Discussant: Mario Fernando

Jo Crotty and Peter Rodgers

CORPORATE CITIZENSHIP IN RUSSIA: A FIRM PERSPECTIVE

Discussant: Lars Thøger Christensen

Michael A. Santoro

DO FOREIGN BUSINESS EXECUTIVES AND LAWYERS HAVE A MORAL OBLIGATION TO PROMOTE THE RULE OF LAW IN CHINA?

Discussant: Duane Windsor

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 144

MODELLING CSR IN A CHANGING SOCIETY

CHAIR: ANDREAS GEORG SCHERER

Itziar Castelló and Josep M. Lozano

MAKING SENSE OF THE CORPORATE ROLE IN A CHANGING SOCIETY: A PROCESS MODEL OF FIRM'S CHARACTERIZATION

Discussant: Christian Voegtlin

Heiko Spitzbeck and Erik Hansen

CORPORATE RESPONSIBILITY EVOLUTION MODELS: CONCEPTS, EVIDENCE AND IMPLICATIONS

Discussant: Sandra Charreire-Petit

Daina Mazutis

A MULTI-LEVEL, MIXED DETERMINANT MODEL OF THE RELATIONSHIP BETWEEN EXECUTIVE ORIENTATION AND CORPORATE SOCIAL STRATEGY

Discussant: Itziar Castelló

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room 144

CSR PRACTICES – IMPACT AND FURTHER IMPLICATIONS

CHAIR: GUIDO PALAZZO

Razvan Lungeanu and Klaus Weber

JANUS-FACED DO-GOODERS?

AN UPPER ECHELON PERSPECTIVE ON THE RELATIONSHIP BETWEEN PHILANTHROPIC GIVING AND CORPORATE SOCIAL RESPONSIBILITY PRACTICES

Discussant: Nicola Pless

Sandra Charreire Petit and Joëlle Surply

DEPLOYMENT OF WHISTLEBLOWING'S PRACTICE: AN OPPORTUNITY FOR BOTH CSR'S POLICY AND EMPLOYEE'S FREEDOM?

Discussant: Rashedur Chowdhury

Gian-Claudio Gentile, Ralf Wetzel
and Patricia Wolf

THE ROLE OF LEADERSHIP, RESPONSIBILITY,
AND ETHICS IN A GLOBALIZED WORLD:
BEHAVIORAL ISSUES OF IMPLEMENTING CSR
Discussant: Moritz Patzer

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Fac. de Economia, room 144

**BUILDING LEGITIMACY –
THE ROLE OF PROFESSIONALISM,
ACCOUNTABILITY AND
TRANSPARENCY**

CHAIR: GARY WEAVER

Heather Elms and Robert A. Philips

PROFESSIONALISM & PRIVATE SECURITY

Discussant: Michael Santoro

Lars Thøger Christensen, Mette Morsing
and Ole Thyssen

THE POLYPHONY OF CORPORATE RESPONSIBILITY.
DECONSTRUCTING ACCOUNTABILITY
AND TRANSPARENCY IN THE CONTEXT OF
IDENTITY AND HYPOCRISY

Discussant: Christian Lorenz

SUB-THEME

42

Communities and Networks as an Organizational Form

CONVENORS:

Fabrizio Ferraro, IESE Business School, Spain, fferraro@iese.edu
Charles Heckscher, Rutgers University, USA, charles@heckscher.us
Valery Yakubovich, University of Pennsylvania, USA, Valery.Yakubovich@wharton.upenn.edu

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Fac. de Economia, room 119

FROM COMMUNITY AND NETWORK TO RELATIONAL WORK?

CHAIR: VALERY YAKUBOVICH

Viviana A. Zelizer

CIRCUITS OF COMMERCE

Özgecan Koçak

MARKET COMMUNITY AS MARKET MECHANISM

Josh Whitford

WALTZING, RELATIONAL WORK AND THE CONSTRUCTION (OR NOT) OF COLLABORATION IN MANUFACTURING INDUSTRIES

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room 119

VALUES AND MEANING

CHAIR: CHARLES HECKSCHER

Julie E. Ferguson, Maura Soekijad and

Marleen Huysman

MISSION-BASED COMMUNITIES AS NEGOTIATED ORDERS

Richard Dunford and Stephen Cummings

FROM HIERARCHY TO MARKET TO CROWD(SOURCING): THE CONTESTED MEANING OF A NEW MODE OF ORGANIZING
Gabriele Morandin, Massimo Bergami and Alberto Monti

CUSTOMERS PARTICIPATE IN THE ORGANIZATION THROUGH MEMBERSHIP IN CUSTOMER COMMUNITIES: A SITUATED COGNITION ANALYSIS

SESSION III:

THURSDAY, JULY 1, 14:00–15:30

Location: Fac. de Economia, room 119

DELIBERATE CREATION OF COMMUNITIES AND NETWORKS

CHAIR: FABRIZIO FERRARO

Delia Baldassarri and Guy Grossman

COMMUNICATION, SOCIAL SANCTIONING, AND LEADERSHIP SELECTION IN THE PROVISION OF PUBLIC GOODS: EVIDENCE FROM A FIELD EXPERIMENT IN RURAL UGANDA

Trudi Lang

COLLECTIVE SPEED DATING: ACCELERATING THE CONSTITUTION OF COLLABORATIVE COMMUNITIES AND THE BUILDING OF SOCIAL CAPITAL IN TURBULENT CONDITIONS

SESSION IV:

FRIDAY, JULY 2, 09:00–10:30

Location: Fac. de Economía, room 119

**PROCESSES OF EMERGENCE:
SOCIALIZING, COMMUNING,
AND EMBEDDING**

CHAIR: VIVIANA ZELIZER

Jordi Torrents and Fabrizio Ferraro

THE NETWORK STRUCTURE OF COLLABORATIVE COMMUNITIES BETWEEN SMALL WORLDS AND STRUCTURAL COHESION

Maja Lotz

FROM COMMUNITY TO COMMUNING. TOWARDS AN ANALYTICAL FRAME FOR UNDERSTANDING THE RELATIONAL DYNAMICS OF COLLABORATIVE WORK ORGANIZING PRACTICES

Valery Yakubovich and Roman V. Galperin

HANGING OUT AT THE WATER COOLER IN THE DIGITAL AGE: THE EMERGENCE OF AN INFORMAL STRUCTURE AT A VIRTUAL WORKPLACE

SESSION V:

FRIDAY, JULY 2, 11:00–12:30

Location: Fac. de Economía, room 119

**COMMUNITIES OF
PROFESSIONAL PRACTICE**

CHAIR: CHARLES HECKSCHER

*Anu Kajamaa, Yrjö Engeström,**Hannele Kerosuo and Päivi Laurila*

PROCESS OR COMMUNITY: GOING BEYOND THE OPPOSITION

*Chiara D'Alise, Federica Brunetta,**Maria Vittoria D'Agostino and**Roberto Dandi*

COMMUNITIES OF CLINICAL PRACTICE: KNOWLEDGE EXCHANGE IN PEDIATRIC COMMUNITIES

Deneen M. Hatmaker, Hyun Hee Park and R. Karl Rethemeyer

LEARNING THE ROPES: COMMUNITIES OF PRACTICE AND SOCIAL NETWORKS IN THE PUBLIC SECTOR

SESSION VI:

SATURDAY, JULY 3, 09:00–10:30

Location: Fac. de Economía, room 119

**COMMUNITIES AND NETWORKS
IN ENTREPRENEURSHIP**

CHAIR: FABRIZIO FERRARO

Henning Hillmann and Brandy L. Aven

FRAGMENTED NETWORKS AND ENTREPRENEURSHIP IN LATE IMPERIAL RUSSIA

Sampsa Samila and Olav Sorenson

COMMUNITY AND CAPITAL IN ENTREPRENEURSHIP

Victor P. Seidel and Kelley A. Packalen

USING A COMMUNITY BEFORE GOING IT ALONE: INCUBATING INSTITUTIONS AND ENTREPRENEURIAL OCCUPATIONS

SESSION VII:

SATURDAY, JULY 3, 11:00–12:30

Location: Fac. de Economía, room 119

VIRTUAL COMMUNITIES

CHAIR: VALERY YAKUBOVICH

Francesco Rullani and Lars Frederiksen

INDIVIDUAL INTERACTION AND INNOVATION CAPABILITIES. EXPLORATION AND EXPLOITATION IN OPEN SOURCE SOFTWARE COMMUNITIES

*Serge Proulx, Lorna Heaton and**Florence Millerand*

A NETWORK-BASED EPISTEMIC COMMUNITY AS NEW ORGANIZATIONAL FORM: THE CASE OF TELA BOTANICA

Maria Christina Binz-Scharf and Leslie Paik

COLLABORATORIES: PRODUCTION OF SCIENTIFIC KNOWLEDGE IN VIRTUAL ORGANIZATIONS

SUB-THEME

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Open Track I: Organizational Complexities and Ethical Holes in a Globalized and Virtual World

CONVENORS:

Arménio Rego, Universidade de Aveiro,
Portugal, armenio.rego@ua.pt
Thomaz Wood Jr.,
Escola de Administração de Empresas
de São Paulo, Fundação Getúlio Vargas,
Brazil, Thomaz.Wood@fgv.br
Frank den Hond, VU University
Amsterdam, The Netherlands,
f.den.hond@fsw.vu.nl

SESSION I:

THURSDAY, JULY 1, 09:00-10:30
Location: Fac. de Economia, room 308
**ETHICAL HOLES IN KAFKAESQUE
CONTEXTS**

CHAIR: ARMÉNIO REGO

Robert Westwood and Carl Rhodes

ECONOMIES OF EXCHANGE AND THE TEST OF
ETHICS IN KAFKA'S THE METAMORPHOSIS

Gregory B. Vit

PECUNIA NON OLET: EXPLAINING FINANCIAL
FRAUD AND INNOCENT FRAUD USING
MICRO-PRACTICE STRATEGY MODELS

Florence Palpacuer and Amélie Seignour

THE SOCIAL CONSEQUENCES OF GLOBALIZA-
TION ANALYZED THROUGH MANAGERIAL DIS-
COURSES: THE CASE OF FRANCE TÉLÉCOM

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Fac. de Economia, room 308

**PRESSURES FOR
INSTITUTIONALIZATION**

CHAIR: STEPHANE TYWONIAK

Stephanie Russell

INSTITUTIONALISING THE 'LIGHTER TOUCH'

GAP: BRIDGING THE MACRO/MICRO DIVIDE
THROUGH CORPORATE CULTURE

Stephane Tywoniak and Jennifer Bartlett

LEGITIMATION PROJECTS: RESOURCES,

IDENTITY AND STRATEGIC CHOICE

Ansgar Thießen and Diane Ingenhoff

ORGANIZATIONAL LEGITIMATION IN A CRISIS.
THE IMPACT OF STRATEGIC CRISIS COMMUNI-
CATION ON A MULTILEVEL CONSTITUTION OF
TRUSTWORTHINESS AND REPUTATION

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Fac. de Economia, room 308

**PARADOXES AND CHALLENGES IN
INTANGIBLE ASSETS MANAGEMENT**

CHAIR: FRANK DEN HOND

Nicoline Frølich, Jeroen Huisman,

Stig Slipersæter and Bjørn Stensaker

GLOBALISATION AND INSTITUTIONAL TRANS-
FORMATIONS OF THE EUROPEAN HIGHER
EDUCATION FIELD - MICRO-FOUNDATIONS OF
ORGANISATION CHANGE

Fabrice Cavarretta

SHOULD OUR THEORIES BE CONTINGENT ON PERFORMANCE LEVEL? INVESTIGATING THE CONSEQUENCES OF PERFORMANCE VARIABILITY

Ingunn Hybertsen Lysø and Kristian Mjøen
THE MOBILITY OF IDEAS AND IMMOBILITY OF PRACTICE THROUGH MANAGEMENT DEVELOPMENT PROGRAMS

Giuseppe Abbato

LOOKING FOR KNOWLEDGE PRACTICES AND INTANGIBLE ASSETS IN HIGH KNOWLEDGE INTENSITY ORGANIZATIONS. "HARD" AND "SOFT" APPROACHES TO THE ORGANIZATION ANALYSIS

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Fac. de Economia, room 308

EXPLORING KAFKAESQUE MANIPULATIONS AND TERROR

CHAIR: DARREN MCCABE

Miguel Pina e Cunha, Arménio Rego and Stewart Clegg

KAFKA, PARANIOA AND ORGANIZING UTOPIA
Darren McCabe

WHAT ABOUT THE GATE KEEPERS?
MANAGERS IN THE BACK OFFICE OF A KAFKAESQUE UK BANK

Izidoro Blikstein

THE KAFKAESQUE DISCOURSE: A SEMIOTIC ANALYSIS OF DISCURSIVE STRATEGIES AND MANIPULATION IN ORGANIZATIONS

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Fac. de Economia, room 308

COMPETENCIES AND MOTIVATIONS TO INNOVATE IN THE NETWORK

CHAIR: PAOLO ROSSI

Bénédicte Aldebert and Sabrina Loufrani-Fedida

IDENTIFICATION OF COMPETENCIES IN INNOVATION PROCESS: THE CASE OF A TOURISM SME

Georg von Krogh, Stefan Haefliger, Sebastian Spaeth and Martin W. Wallin

OPEN SOURCE SOFTWARE: A REVIEW OF MOTIVATIONS TO CONTRIBUTE

Paolo Rossi

ONCE WERE VIRTUAL: A THREE-DIMENSIONAL MODEL FOR THE ANALYSIS OF THE ORGANIZATIONAL DIMENSION OF ONLINE COMMUNITIES

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Fac. de Economia, room 308

EXPLORING BUREAUCRATIC AND KAFKAESQUE CONTROL

CHAIR: IAIN MUNRO

Gianfranco Rebora, Eliana Minelli and Matteo Turri

WHY DO CONTROLS FAIL? COMPARING ANSWERS FROM LITERARY CREATIVITY AND FROM ORGANISATIONAL RESEARCH

Iain Munro and Christian Huber

KAFKA'S ORGANIZATIONS: TOWARDS A MYTHOLOGY OF BUREAUCRACY

SUB-THEME

44

From Old Repertoires of Power and Contention at Work to New Forms of Institutional Domination and (Un)Organized Contentions

CONVENORS:

Damon Golsorkhi, Rouen Business School, France, damon.golsorkhi@rouenbs.fr
Jeffrey J. Sallaz, University of Arizona, USA, jsallaz@email.arizona.edu
Sarah A. Soule, Stanford University, USA, Soule_Sarah@gsb.stanford.edu

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Novotel, Sala Madrid

FROM CONNECTIONS TO INFLUENCE AND BACK

CHAIR: SARAH SOULE,
JEFFREY J. SALLAZ AND
DAMON GOLSORKHI

WELCOME AND INTRODUCTION
BY THE CONVENORS

Frank G.A. de Bakker and Michelle Shumate

TRACING BACK NETWORK TACTICS: HOW
TACTICS INFLUENCE SOCIAL MOVEMENT
ORGANIZATIONS' SOCIAL NETWORKS

Martin Mathews

GIFT-GIVING, RECIPROCITY AND THE CRE-
ATION OF TRUST. AN EMPIRICAL STUDY IN
THE ARVE VALLEY INDUSTRIAL DISTRICT

Neil Samuel Rupidara

CONNECTED ACTORS, CONNECTED IDEAS

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Novotel, Sala Madrid

**POLITICS, POWER AND CHANGE:
AN ENDLESS STORY**

CHAIR: TOM MEDVETZ

Christian Gebhardt, Jonas Gebauer and
Dragan Djurić

THE (AB)USE OF INSTITUTIONAL KNOWLEDGE
IN POLITICS AND POWER STRUGGLES:
HOW MIDDLE MANAGERS PREVAIL IN HIGHLY
CONTESTED FIELDS

Henrique Duarte and Jorge Correia Jesuino

RETLIATING NOT BY WILLING TO DO IT BUT
BY LACK OF WILLINGNESS: EFFECTS OF POWER
DISTANCE OVER FREE-RIDING

Elen Riot

LAUGHING ARTISTS. ANOTHER LOOK AT THE
SO-CALLED "CREATIVE CLASS"

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Novotel, Sala Madrid

**THE POWER OF MOVEMENTS AND
THE MOVEMENTS OF POWER**

CHAIR: FRANK G.A. DE BAKKER

Jeffrey J. Sallaz

NEW SOCIAL MOVEMENTS AND NEOLIBERAL-
ISM: THE TWO-FACES OF EMPLOYMENT EQUITY

Ignasi Martí, Saulo Dubard Barbosa and
David Courpasson

CREATING A CULTURE OF CRITIQUE:
EMANCIPATION AND CREATIVE RESISTANCE
AROUND A CIVIC ORGANIZATION IN ARGENTINE
Carlos Ramirez
THE PROFESSION VANISHES: REPERTOIRES
OF COLLECTIVE ACTION AND THE REPRESENTATION OF FRENCH COMPTABLES AGRÉÉS
(1942-2000)

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Novotel, Sala Madrid

CORPORATE RESPONSIBILITIES AND MOVEMENTS

CHAIR: SARAH SOULE

Sébastien Mena

FROM COMPLIANCE TO EMPOWERMENT:
THE DISCURSIVE EVOLUTION OF AN
INSTITUTIONAL LOGIC OF CSR

Daniel Waeger

TRANSNATIONAL CIVIL SOCIETY
COORDINATION AND CORPORATE
RESPONSIBILITIES

Tulay Ilhan, Tarhan Okan and Emrah Koparan

THE DIRECT AND MODERATING EFFECTS OF
CORPORATE SOCIAL RESPONSIBILITY AND
THE HRM PRACTICES ON PERFORMANCE:
EVIDENCE FROM PUBLIC-LISTED AFFILIATES
IN AN EMERGING ECONOMY

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Novotel, Sala Madrid

ORGANIZING AND CRITICIZING FINANCIAL MARKETS

CHAIR: JEFFREY J. SALLAZ

Dominique Bessire

WHEN GLOBAL GOVERNANCE GOES
OUT OF CONTROL: AN HABERMASIAN
ANALYSIS OF INTERNATIONAL FINANCIAL
STANDARD SETTING

Matilda Dahl

BIG BANKS IN SMALL STATES: THE ORGANIZING
OF FINANCIAL MARKETS IN THE GLOBAL ERA

Marie Hjalmarsson

EVERYDAY RESISTANCE IN HOME HELP
SERVICES IN SWEDEN - SELECTIVE LOYALTY,
CONSENT AND IRONY

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Novotel, Sala Madrid

THE POWER OF DISCOURSE IN INSTITUTIONAL DYNAMICS

CHAIR: DAMON GOLSORKHI

Mehmet Erçek

DISCURSIVE VS. SUBSTANTIVE
DISSEMINATION OF FASHIONABLE IDEAS
IN AN EMERGING COUNTRY CONTEXT:
THE TURKISH CASE

Hélène Peton and Antoine Blanc

FROM MICRO LEVEL ACTIONS TO
DEINSTITUTIONALISATION: THE CASE OF
ASBESTOS IN FRANCE

Anselm Schneider

CLOSING THE LEGITIMACY GAP IN CORPORATE
GOVERNANCE: GOVERNING THE MULTINATION-
AL CORPORATION BY MEANS OF DEMOCRATIC
DECISION MAKING

SESSION VI:

SATURDAY, JULY 3, 11:00-12:30

Location: Novotel, Sala Madrid

GROUP DISCUSSION AND CONCLUSION

CHAIR: JEFFREY J. SALLAZ,

SARAH SOULE AND

DAMON GOLSORKHI

Invited talk: Tom Medvetz

"INDISTINCTION": THINK TANKS,

MURKY ORGANIZATIONS, AND POWER



SUB-THEME

45

Engines of Inequality: Organizations and Stratification in the New Millennium

CONVENORS:

Emilio J. Castilla, Massachusetts
Institute of Technology, Cambridge/MA,
USA, ecastilla@mit.edu
Isabel Fernandez-Mateo, London
Business School, London, UK,
ifernandezmateo@london.edu
Olav Sorenson, Yale School of
Management, New Haven/CT, USA,
olav.sorenson@yale.edu

SESSION I:

THURSDAY, JULY 1, 09:00-10:30

Location: Novotel, Sala Londres

GENDER, RACE AND EMPLOYMENT

CHAIR: ISABEL FERNANDEZ-MATEO

Emilio J. Castilla, Isabel Fernandez-Mateo
and Olav Sorenson

WELCOME AND INTRODUCTION

Roberto Fernandez and

Mabel Botelho Abraham

GENDER SORTING INTO AN

ORGANIZATIONAL HIERARCHY

Alexandra Kalev and Joshua Guetzkow

CORPORATE DRUG TESTING, CRIMINAL BACK-
GROUND CHECKS, AND THE EMPLOYMENT OF
WHITE, BLACK AND HISPANIC WORKERS

Discussant: Eduardo Melero

SESSION II:

THURSDAY, JULY 1, 11:00-12:30

Location: Novotel, Sala Londres

**WOMEN, MOTHERS, AND THE
LABOR MARKET**

CHAIR: EMILIO CASTILLA

Mridul Maheshwari and Jerome Joseph

'ACCESS TO ENTRY' AND THE WORKPLACE
INTERFACE AND INTERACTIONS: INSIGHTS
FROM WOMEN'S NARRATIVES

Rocio Bonet, Cristina Cruz, Daniel Fernandez
and Rachida Justo

MOTHERHOOD AND SELF-EMPLOYMENT IN A
SEGMENTED LABOR MARKET

Discussant: Isabel Fernandez-Mateo

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Novotel, Sala Londres

UNEQUAL CAREER OUTCOMES

CHAIR: OLAV SORENSON

Joseph P. Broschak and Emily S. Block

CAREER MOBILITY IN WOMEN'S INTERCOL-
LEGIATE ATHLETICS: HOW ECOLOGICAL AND
INSTITUTIONAL FORCES SHAPE MOBILITY
PATTERNS IN AN EMERGING OCCUPATIONAL
LABOR MARKET

Marta M. Elvira, Lynn Shore and Chris Zatzick

WORK-UNIT AGE DIVERSITY AND INDIVIDUAL
EMPLOYMENT OUTCOMES: A CROSS-LEVEL
STUDY OF AGE-RELATED EFFECTS

Discussant: James B. Wade

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Novotel, Sala Londres

THE ROLE OF PROFESSIONALS

CHAIR: ISABEL FERNANDEZ-MATEO

Adina Sterling

WHO YOU KNOW: PRE-HIRE CONTACTS AND
POST-HIRE SOCIAL STRUCTURE

Roxana Barbulescu and Matthew Bidwell

WHY ARE THERE SO FEW WOMEN IN FI-
NANCE? EVIDENCE FROM THE MBA JOB
SEARCH PROCESS ON THE MECHANISMS OF
GENDER SEGREGATION

Discussant: Roberto Fernandez

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Novotel, Sala Londres

INTER-ORGANIZATIONAL EMPLOYMENT PROCESSES

CHAIR: EMILIO CASTILLA

Anand Swaminathan, James B. Wade
and Andreas Schwab

EMPLOYMENT AFFILIATION NETWORKS AND
CAREER MOBILITY AMONG NFL COACHING
STAFF 1985-2008

Christopher I. Rider

INEQUALITY IN INTER-ORGANIZATIONAL
MOBILITY OPPORTUNITIES: EVIDENCE FROM
LAW FIRM DISSOLUTIONS

Discussant: Olav Sorenson

SESSION VI:

SATURDAY, JULY 3, 09:00-10:30

Location: Novotel, Sala Londres

NON-PROFIT ORGANIZATIONS AND SCHOOLS

CHAIR: OLAV SORENSON

Raimund Hasse and Lucia Schmidt

SCHOOL ORGANIZATION, DECISION MAKING,
AND ACCOUNTS. THE CASE OF INSTITUTION-
AL DISCRIMINATION AT SWISS ELEMENTARY
SCHOOLS

Alessia Contu and E. Girei

ORGANIZATION, IN/EQUALITY AND
DEVELOPMENT: A QUALITATIVE STUDY OF
PARTNERSHIP BETWEEN INTERNATIONAL
AND LOCAL NGOS

Discussant: Marta Elvira

SESSION VI:

SATURDAY, JULY 3, 11:00-12:30

Location: Novotel, Sala Londres

SOCIAL CLASS, STATUS AND INEQUALITY

CHAIR: ISABEL FERNANDEZ-MATEO

Johannes M. Lehner

FUELING THE ENGINE OF INEQUALITY:
DOING NOTHING

Kathrine Skoland

THE RENEWED CLASS ANALYSIS AND STUDIES
OF WORK AND ORGANIZATIONS

Discussant: Emilio Castilla

SUB-THEME**46**

Global Fears – Local Consequences: Discourses, Disguises and Productive Change

CONVENORS:

Shirley Leitch, University of Swinburne,
Australia, sleitch@groupwise.swin.edu.au
Judith Motion, University of New South
Wales, Australia, j.motion@unsw.edu.au
Sally Davenport, Victoria University
of Wellington, New Zealand,
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SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Palacete, room “Azulejos”

**WELCOME AND INTRODUCTION;
WHAT FEAR CAN PRODUCE!**

CHAIR: SHIRLEY LEITCH

Anne Koski, Sinikka Pesonen and
Marja Eriksson

“LIVING ON THE EDGE” – EMERGENCE AND
CONSEQUENCES OF FEAR WITHIN AND BE-
TWEEN FINNISH EXPERT ORGANIZATIONS

Discussant: Judith Motion

Jeffrey A. Kappen

FEAR AND LOATHING IN REYKJAVÍK:

LOCALIZING CLOBALIZATION

Discussant: Martin Brigham

Ofelia Palermo, Laurie Cohen,
John Loan-Clarke and Kamel Mellahi

MAKING SENSE OF FEAR IN ORGANIZATIONS

Discussant: Bertrand Sergot

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Palacete, room “Azulejos”

GREEN IS THE GLOBAL THEME!

CHAIR: JUDITH MOTION

Martin Brigham and Bogdan Costea

THE GLOBAL REORDERING OF
MANAGERIALISM: THE CULTURAL
TRAJECTORIES OF SUSTAINABLE
ORGANIZING AND RESPONSIBLE SUBJECTS

Discussant: Ian Palmer

Lianne M. Lefsrud and Renate Meyer

SCIENCE OR SCIENCE FICTION?
PROFESSIONALS' DISCURSIVE CONSTRUCTION
OF THEMSELVES AS CLIMATE SCIENCE EXPERTS

Discussant: Ofelia Palermo

Sofia Topakas and Anna Topakas

RISK SOCIETY AND THE NATURAL
ENVIRONMENT: THE RESPONSE OF OIL
COMPANIES TO SOCIETAL CHANGES IN THEIR
COMMUNICATIONS ON THE WORLD WIDE WEB

Discussant: Jeffrey Kappen

SESSION III:

THURSDAY, JULY 1, 14:00-15:30

Location: Palacete, room "Azulejos"

LEGITIMISING STANCES

CHAIR: IAN PALMER

Eric Breit and Eero Vaara

CORRUPTION AND LEGITIMACY STRUGGLES:

A CRITICAL DISCURSIVE ANALYSIS OF
NORWEGIAN MEDIA ACCOUNTS OF
ORGANIZATIONAL CORRUPTION

Discussant: Shirley Leitch

Rosie Beaumont, Ian Palmer, Richard
Dunford, Suresh Cuganesan and Cara SteeleGLOBAL TRENDS AND LOCAL RESPONSES TO
SERIOUS AND ORGANISED CRIME: NEGOTIATING
NEW LAW ENFORCEMENT IDENTITIES

Discussant: Ronald Hartz

Mohamed Oubenal and Laurent Deville

THE PRODUCTION OF A PROMOTIONAL
DISCOURSE: THE CASE OF THE 'ETF'
FINANCIAL MARKET IN FRANCE

Discussant: Maria Scarlet de Carmo

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30

Location: Palacete, room "Azulejos"

**IT'S THE GLOBAL
ECONOMY - STUPID!**

CHAIR: FRANK MUELLER

Stephen McKenna

NORTH AMERICAN BUSINESS LEADERS'
POSTCOLONIAL DISCOURSES IN AN ERA
OF 'GLOBALITY': GLOBAL FEARS AND
LOCAL CONSEQUENCES

Discussant: Jane Bryson

Ronald Hartz

CRISIS, WHAT CRISIS? A RECONSTRUCTION
OF THE DISCURSIVE FORMATION OF THE
ECONOMIC CRISIS IN GERMANY

Discussant: Eric Breit

Bertrand Sergot

THE USE OF DISCOURSE FOR PREVENTING
OFFSHORING ACCUSATIONS: THE CASE OF
THE BONDUELLE GROUPDiscussants: Matthias Ratzer and
Ronald HartzSally Davenport, Michelle Renton,
Jane Bryson, Urs Daellenbach, Shirley Leitch,
Judith Motion and Simon Scott

INCREASING PRODUCTIVITY:

GLOBAL MANTRA BUT LOCAL MEANINGS

Discussant: Steve McKenna

SESSION V:

FRIDAY, JULY 2, 11:00-12:30

Location: Palacete, room "Azulejos"

IN WHOSE INTEREST?

CHAIR: STEVE MCKENNA

Andrea Whittle and Frank Mueller

THE LANGUAGE OF INTERESTS: THE CONTRI-
BUTION OF DISCURSIVE PSYCHOLOGYDiscussants: Fanny Salignac and
Richard Seymour

Matthias Rätzer and Ronald Hartz

THE VISIBLE HAND - THE POLITICS OF
IMPLEMENTING A MARKET PARADIGM IN CEEDiscussants: Andrea Whittle and
Frank MuellerMerja Porttikivi, Heidi Hirsto and
Johanna MoisanderONLINE DISCUSSION AS A SITE OF PUBLIC
DISCUSSION - DISCURSIVE STRUGGLE OVER
BUSINESS-SOCIETY RELATIONSDiscussants: Laurent Deville and
Mohamed Oubenal

Jordi Trullén and Joan Rodon

WHEN GOOD INTENTIONS ARE NOT ENOUGH:
THE UNINTENDED CONSEQUENCES OF
STRATEGIC AMBIGUITY

Discussant: Sally Davenport



SESSION VI:

SATURDAY, JULY 3, 09:30–10:30

Location: Palacete, room “Azulejos”

LOCAL CULTURES FIGHT BACK

CHAIR: JANE BRYSON

Philip Best and Matene Love

REBALANCING THE POWER OF THE MAORI

ORGANISATION: CULTURAL CAPITAL IN

INDIGNEOUS ORGANISATIONS

Discussant: Marja Eriksson

Maria Scarlet do Carmo

THE COMMODITIZATION OF GARBAGE AND THE

MUNICIPAL GOVERNMENT POLICIES IN BRAZIL

IN A FOUCAULDIAN PERSPECTIVE

Discussants: Sofia Topakas and

Anna Topakas

SESSION VI:

SATURDAY, JULY 3, 11:00–12:30

Location:

LOCAL IDENTITIES, GLOBAL DEALS

CHAIR: SALLY DAVENPORT

Fanny Salignac and Richard G. Seymou

DISCURSIVE FAIRTRADE IDENTITIES:

INSIGHTS FROM THE UK & FRANCE

Discussants: Merja Porttikivi, Heidi Hirsto and

Johanna Moisander

Shirley Leitch, Sally Davenport,

Judith Motion and Michelle Renton

THE ‘TRUTH’ OF SCIENCE AND THE BRANDING

OF FOOD PRODUCTS AND ORGANIZATIONS

Discussant: Lianne Lefsrud

Judith Motion, Shirley Leitch and

Sally Davenport

GLOBAL NETWORK FACILITATORS, ENTREPRE-

NEURIAL MAVERICKS AND DEAL MAKERS

Discussant: Joan Rodan

Shirley Leitch, Judith Motion

and Sally Davenport:

CONCLUDING COMMENTS

SUB-THEME

47

Open Track II: Creativity and the Dynamics of Collectives and Institutions

CONVENORS:

Kalle Pajunen, Dept. of Management
Studies, University of Tampere, Finland,
kalle.pajunen@uta.fi

Alexander Styhre, School of Business,
Economics and Law, University of
Gothenburg, Sweden,
alexander.styhre@handels.gu.se

SESSION I:

THURSDAY, JULY 1, 09:00–10:30

Location: Fac. de Economia, room 306

CREATIVITY AND ORGANIZATIONS

CHAIR: ALEXANDER STYHRE

Mario Vötsch and Richard Weiskopf

ASSEMBLAGES OF CREATIVITY: CREATIVE
ORGANIZATION IN THE CULTURAL FIELD

Discussants: Michael Darby
and Felix Arndt

Michael Darby and Felix Arndt

CREATIVE EPISODES IN THE CONTEXT
OF MANAGERIAL WORK: FLOW AS AN
INTEGRATING AND SOCIAL PERSPECTIVE

Discussant: Reijo Miettinen

Reijo Miettinen

CREATIVE ENCOUNTER AND THE
EMERGENCE OF OBJECT-ORIENTED
COLLABORATIVE AGENCY

Discussants: Mario Vötsch
and Richard Weiskopf

SESSION II:

THURSDAY, JULY 1, 11:00–12:30

Location: Fac. de Economia, room 306

CREATIVITY AND WORK

CHAIR: KALLE PAJUNEN

Rita Bissola, Barbara Imperatori and
Renata Trinca Colonel

DEVELOPING A NEW CREATIVE PRODUCT:
AN ORGANIZATIONAL CONFIGURATIONAL
APPROACH

Discussants: Allen Higgins
and Joe Nandhakumar

Rodrigo Maurício Soares, Silvia Maria Bahia
Martins and Tânia Fischer

LEARNING BY HAND: THE EXPERIENCE
OF HANDICRAFTS PRODUCED IN THE
'MASTERY IN THE POPULAR ARTS AND
TRADES' PROJECT (BAHIA, BRAZIL)

Discussants: Rita Bissola
and Barbara Imperatori



Allen Higgins and Joe Nandhakumar
CONCEPTUALISING CO-DESIGN WORK
IN TEAMS
Discussant: Tânia Fischer

SESSION III:

THURSDAY, JULY 1, 14:00-15:30
Location: Fac. de Economia, room 306

PATH DEPENDENCE

CHAIR: ALEXANDER STYHRE
Markus Burger and Jörg Sydow
SPLITTING THE PIE - BARGAINING PRACTICES
AS INTER-ORGANIZATIONAL PATHS?
Discussant: Kalle Pajunen
Annette Reuter
IMPOSSIBLE TO PREVENT THE WORST?
PATH DEPENDENT PROFESSIONAL MEDICAL
ROUTINES AND THEIR CONTRIBUTION TO
DYSFUNCTIONAL DIABETIC CARE IN GERMANY
Discussant: Markus Burger
Kalle Pajunen
DIALECTICAL TENSIONS OF
CROSS-CULTURAL JOINT VENTURES
Discussant: Annette Reuter

SESSION IV:

FRIDAY, JULY 2, 09:00-10:30
Location: Fac. de Economia, room 306

COLLECTIVES AND RESPONSIBILITY

CHAIR: KALLE PAJUNEN
Gazi Islam
THINKING IN COLLECTIVES: INDIVIDUAL AND
COLLECTIVE BASES OF GROUP COGNITION
Discussant: Margarita Mayo
Margarita Mayo and Shainaz Firfiray
A MULTILEVEL CONTAGION MODEL OF LEAD-
ERSHIP: THE CASE OF WORK FAMILY CLIMATE
Discussant: Fanny Bouthillier
Fanny Bouthillier
WHAT IS THE "FUNCTIONAL ECONOMY"? A
STUDY OF THE CONCEPTS
Discussant: Gazi Islam

SESSION V:

FRIDAY, JULY 2, 11:00-12:30
Location: Fac. de Economia, room 306

**INSTITUTIONS AND
ORGANIZATIONS**

CHAIR: KALLE PAJUNEN
Krista Tuulik, Ruth Alas, Peeter Lorents
and Erika Matsak
VALUES IN INSTITUTIONAL CONTEXT
Discussant: Anne Tempel
Emilie Lanciano and Michio Nitta
HOW DO JAPANESE AND FRENCH FIRMS IN
STEEL INDUSTRY ADDRESS THE INSTITUTIONAL
CHANGE AND THE GLOBALIZATION? EMPLOY-
MENT ADJUSTMENT AND AGE MANAGEMENT
IN A DOWNSIZING CONTEXT
Discussant: Elvira E. Naranjo-Priego
Anne Tempel, Peter Walgenbach,
Tony Edwards and Anthony Ferner
SUBSIDIARY MANAGERS AND THE TRANSFER
OF PRACTICES IN MULTINATIONAL COMPANIES
- INSTITUTIONAL WORK AT THE INTERSTICES
OF MULTIPLE INSTITUTIONAL FRAMEWORKS
Discussant: Emilie Lanciano
Elvira E. Naranjo-Priego
GROWTH AND LOCAL POLITICAL
INSTITUTIONS: THE MEXICAN CASE
Discussant: Krista Tuulik

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KEY:

AR = EGOS WORKSHOP ON THE ART OF ACADEMIC REVIEWING

EC = EARLY CAREER (JUNIOR FACULTY) PRE-COLLOQUIUM WORKSHOP

PHD = PHD PRE-COLLOQUIUM WORKSHOP

KN = KEYNOTE SPEAKER

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PCW = POST-COLLOQUIUM WORKSHOP

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Zucal, Stefano	ST26
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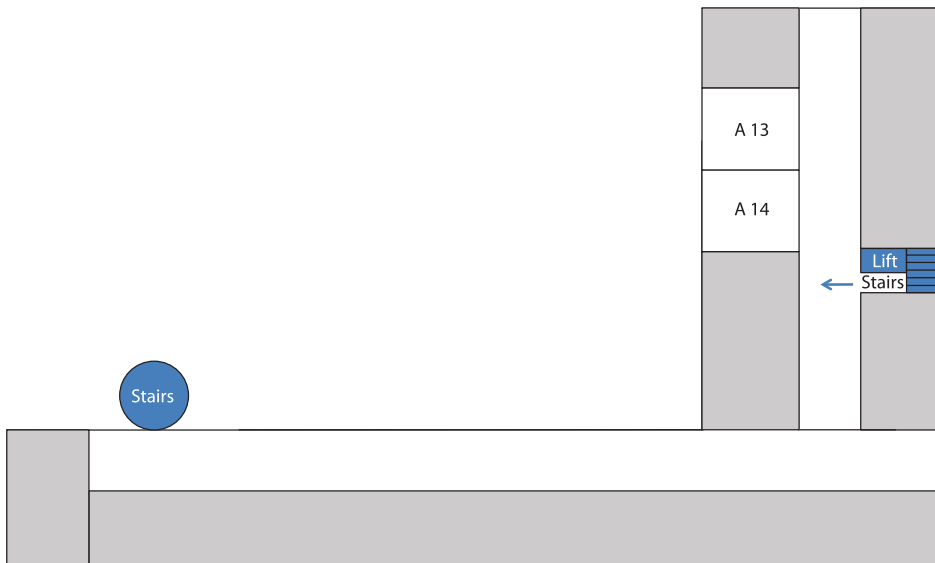


Notes



Venue Floor Plans

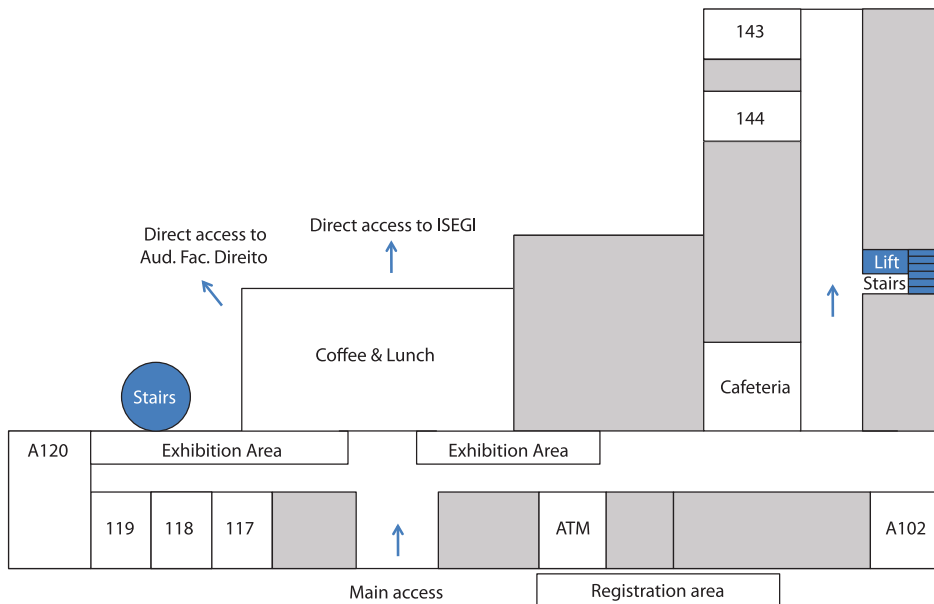
Faculdade de Economia Campolide Floor -1



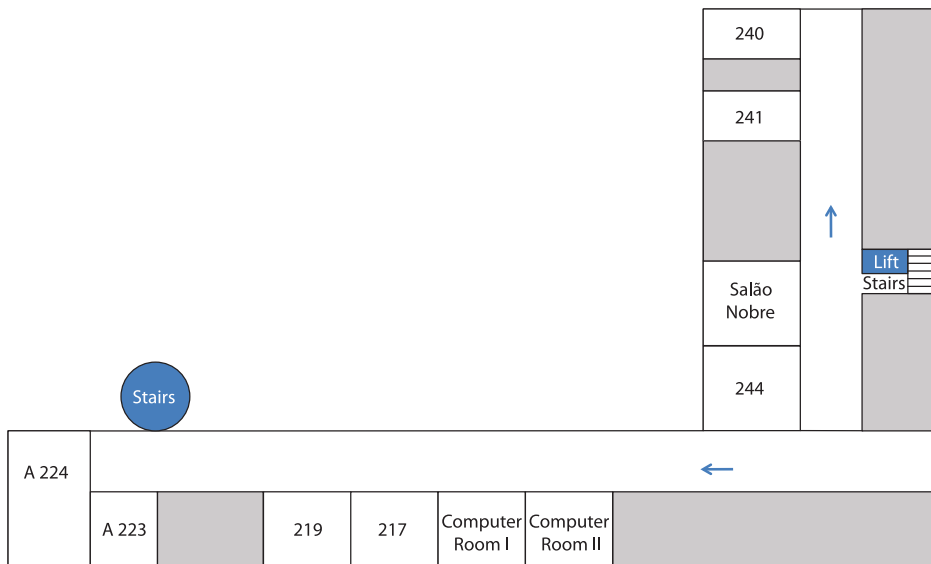
Faculdade de Economia Campolide Floor 0



Faculdade de Economia Campolide Floor 1 (entrance floor)



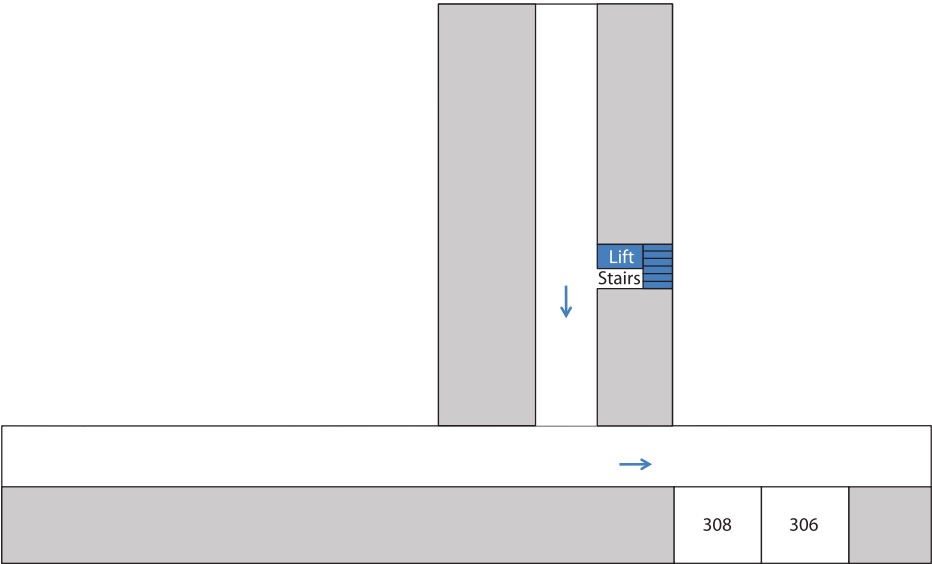
**Faculdade
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**Faculdade
de Economia**
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Map of the area



ACCESS TO THE VENUES

PALACETE / CENTRO DIGITAL
FACULDADE DE ECONOMIA / ISEGI

SUBWAY: TWO UNDERGROUND STATIONS ARE SITUATED NEAR THE CAMPUS

- São Sebastião / El Corte Inglés (Blue Line)
- Praça de Espanha (Blue Line)

From both stations to the Campus is a 10 minute walk.

BUS: THERE ARE VARIOUS BUS ROUTES WITH STOPS NEAR THE CAMPUS:
702, 718, 742, 746 AND 770.

SANA MALHOA HOTEL / NOVOTEL HOTEL

SUBWAY: ONE UNDERGROUND STATION SERVES THE TWO HOTELS

Praça de Espanha (Blue Line)

The station is a 10 minute walk.

BUS: THERE ARE VARIOUS BUS ROUTES WITH STOPS NEAR THE HOTELS: 716, 726, 731 AND 758

ACCESS BETWEEN THE VENUES

FROM THE PALACETE AND CENTRO DIGITAL TO THE CAMPUS

FOLLOW THE BICYCLE PATH UNTIL YOU REACH THE MAIN ENTRANCE OF THE CAMPUS.

FROM THE CAMPUS TO THE HOTELS
THERE IS A SMALL PATH BETWEEN THE MOSQUE AND THE HOTEL NOVOTEL.

