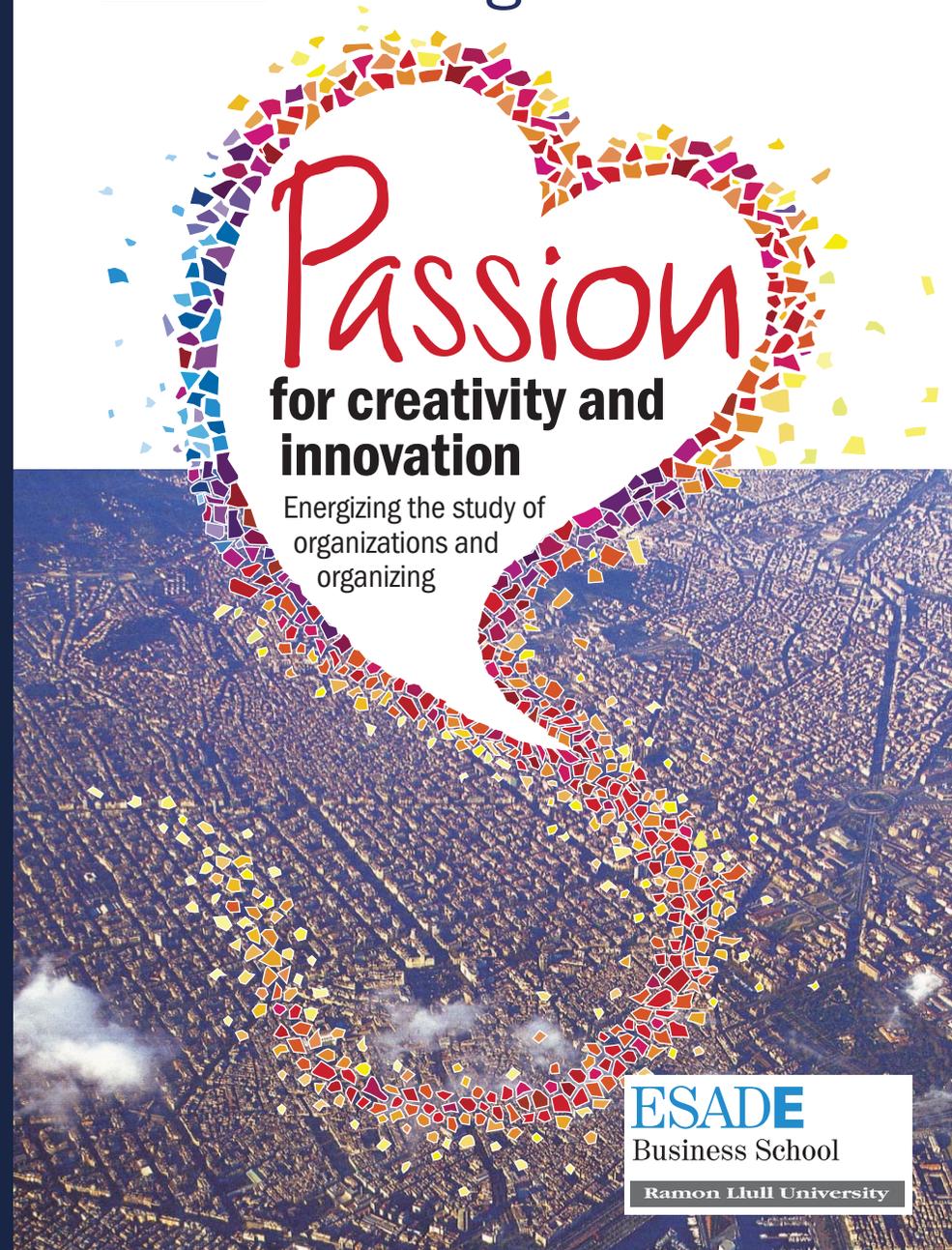




25th EGOS Colloquium
Barcelona July 2-4, 2009

Program



Passion

**for creativity and
innovation**

Energizing the study of
organizations and
organizing

ESADE
Business School
Ramon Llull University



PASSION FOR CREATIVITY AND INNOVATION

25th EGOS Colloquium
Barcelona July 2-4, 2009

Program

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Dear EGOSians

After a couple of years of intense preparations, we are thrilled that the 25th EGOS Colloquium is now finally under way!

It is a special Colloquium for all of us for many reasons. It is unique in that it marks a critical milestone in the vibrancy of EGOS as a scholarly organization – its 25th meeting – with passion for creativity and innovation. Also, a number of novelties have been introduced, which, though challenging in their execution, have been implemented smoothly and will continue to have an influence on EGOS in the future. Firstly, this year’s Colloquium submissions were based on short papers rather than on abstracts. While this required more time and effort on the part of both authors and convenors, it also allowed for a better informed selection of papers for the sub-themes. Secondly, EGOS successfully put a new web platform into operation, which will foster a much easier and richer exchange with us, its members. Thirdly, this year’s Colloquium program is enriched with a broader offer of sub-plenary sessions and ‘meet the editor’ opportunities, as well as a range of exciting pre-Colloquium and post-Colloquium events. Finally, an emblematic modernist building for Barcelona – the beautiful Palau de la Música Catalana – will become the home of EGOS on Thursday, July 2, for a memorable anniversary celebration.

The 25th EGOS Colloquium was born from the passion and effort of innumerable individuals and organizations, whose contributions we would like to gratefully acknowledge. Firstly, we are thankful to the EGOS Board for selecting ESADE as the host of EGOS anniversary meeting and welcoming our focus on creativity and innovation. Secondly, we are indebted to ESADE – home to Creapolis, the first international center of open innovation – for generously opening its doors to the Colloquium and offering its facilities free of charge, and to the members of the ESADE community (faculty, students, and staff) for embracing the event with enthusiasm and offering support at different stages of its preparation. Thirdly, we are most thankful to the Ministry of Innovation, Universities and Enterprise of the Government of Catalonia for believing in this project and becoming a major sponsor of this event, providing critical resources.

We greatly appreciate the commitment of Wolfgang Ogrisek and the team at net-value, Vienna, Austria, in re-designing and re-launching the EGOS website as seamlessly as possible and resolving issues as they appeared.

We also thank the 2009 EGOS Scientific Committee (Frank den Hond, David Seidl, João Vieira da Cunha and Luis Vives) who diligently reviewed the more than 200 re-routed short papers, identifying and placing high quality work in the regular and open Colloquium sub-themes.

Our gratitude goes particularly to Angelika Zierer-Kuhnle, EGOS Executive Secretary, and Thomas Crowe, EGOS Member Services Coordinator, for being always there for us – with their characteristic commitment and kindness – and offering great help throughout the whole preparation of the Colloquium and especially at critical moments.

We are also thankful to Barbara Segura and Sascha Keen, from the ESADE Organizing Secretariat for their resourcefulness and long hours of hard work, as well as Gloria Mora and the rest of ESADE PR team for all their support. We also thank Paloma Bellés and Sergi Roca from our conference agency, AOPC, for being always on top of much needed details and for their professionalism and efficiency.

We are extremely appreciative of all the efforts and time invested by the convenors.

Without their diligent work and dedication throughout the whole process, the Colloquium would not have been possible. Thanks also to the organizers of sub-plenary sessions and other pre-conference and conference events for their initiative and fresh ideas.

Last but not least, our appreciation to you all as authors and participants, for finding your way to Barcelona through the exciting work you are doing and joining us in this celebration! We wish you countless stimulating and enjoyable encounters with old friends and new acquaintances during and beyond the Colloquium program! We also hope you will have a great time at ESADE and our charming Barcelona!

May the Colloquium begin!

Silviya Svejnova, Alfons Sauquet, José Luis Álvarez, Luis Vives and Carles Roig
THE 25th EGOS COLLOQUIUM ORGANIZING COMMITTEE AT ESADE BUSINESS SCHOOL

Eero Vaara
EGOS CHAIR

EGOS ESADE Organizing Team



Eero Vaara



Silviya Svejnova



Alfons Sauquet



José Luis Álvarez



Luis Vives



Carles Roig



Francois Collet



Elena Bou



Jordi Trullén



Barbara Segura



Sascha Keen



Gloria Mora

Catalonia: destination for innovation and creativity

During the last few years, as a result of different factors, Catalonia has become an attractive destination for knowledge-intensive investments. Some of these factors are the innovation and creativity within our territory. Direct foreign investment has risen significantly and has become a very important source for a more dynamic economy thanks to the globalisation process, the market liberalisation, the huge number of mergers and the fragmentation of the production worldwide, which are the main causes that have brought about this trend.

The consolidation as an attractive location is a basic aim for Catalonia. In order to accomplish that goal we have some favouring factors, such as, our strategic location in Southern Europe, our quality of life, our entrepreneurs' spirit, Catalan Universities' international recognition and a research system that has achieved a strong and worldwide prestige. Our potential is widely proved by the presence in Catalonia of more than 3,000 foreign companies that have arrived during the past years. More than 850 of these firms are industrial plants that have contributed to generate positive outputs for the economy of Catalonia, mainly in the fields of internationalisation, the rising of exports and the improvement of workforce skills.

It is advisable to emphasize that a trend change is taking place as far as the typology of investments that Catalonia is attracting is concerned. In that sense, at first foreign investments were addressed to intensive workforce sectors, attracted by the low costs in comparison with Central and North European markets. However, this kind of investment is being displaced to the new EU Member States and as a consequence of that, Catalonia is turning into a key destination for higher added value and more knowledge-intensive investments.

In this regard, we do believe that now is the time to align policies and strategies in order not to add but multiply the outcomes of the public policy actions in the field of innovation. It is also the right time for giving a proper answer to the needs Catalan enterprises have. This is the reason why a National Agreement for Research and Innovation (Pacte Nacional per a la Recerca i la Innovació) has recently been approved. This agreement has been drafted and thought from and for Catalonia. With it, research and innovation become the backbone of the economy of Catalonia. Come to that, it is important to remark that this Agreement has been signed with the consensus of Government, Parliamentary Groups, trade unions, employers' associations and a wide range of representatives for the civil society.

Furthermore, Catalonia has a truly diversified economic structure with significant interrelation between different sectors which makes Catalonia is a perfect location not only for industrial enterprises but also for service companies. It is important not to forget that this diversification of the production network benefits our competitiveness. The reason is the wide suppliers list that guarantees the value for money acquisition of assets and, as a consequence of that, a more efficient production.

It is a pleasure for me to welcome the 25th EGOS Colloquium to Catalonia. Events like this, organized with ESADE, one of the Europe's most reputed business schools, contribute to Catalonia's international projection.

Josep Huguet Biosca

**MINISTER OF INNOVATION, UNIVERSITIES AND ENTERPRISE
GOVERNMENT OF CATALONIA**

Welcome to ESADE (Ramon Llull University)!

The institution that welcomes you here today was set up in 1958 and belongs to Ramon Llull University, comprising some of the longest established scientific centres in Spain and, indeed, Europe. As a university institution and business school, ESADE was launched with a clear purpose: to improve management practices and business culture in order to respond to the business and social needs of the moment. This affirmation has two implicit aspects that are worth highlighting: improving business practices and culture is an endeavour which

undergoes constant change, and; responding to needs, not only business but also social needs, has a significant implication.

Responding to these business and social needs involves a view of management as something that is instrumental and which aims to serve a greater good. And that greater good is not easily defined. What are today's most important business needs? What are the social needs to which we must respond? This refers us to the axiological component which should colour all university thinking: in our case, a critical view of the business-society relationship and of the individual-business relationship. And this cannot be done without considering the axiological components. Intellectual honesty is therefore required to state openly the point of view from which we are speaking. In our case, we are speaking from a perspective of humanism in which the individuals and their dignity should be the central value.

I mentioned earlier that improving business practices and culture is an endeavour which is subject to constant change. In the 1950s, introducing economic rationality of management through standardisation, cost control, production method policies, and so forth, was a core element of the academic community's work in pursuit of such a transformation in management practices. Today, and without turning our backs on what was of relevance in the '50s, '60s and in the years that followed, the priority in terms of achieving sustainable and competitive growth models points more to the intangible aspects of good management; managing the networks that allow access to suppliers, to technology and to knowledge. Managing these networks will enable us to lay the foundations for a sound competitive strategy and an inevitable process of internationalisation (leading to specialisation of products and markets) and what is perhaps the most central element in developed economies: basing competitiveness on innovation and creativity.

ESADE has always strived to meet those challenges and to keep up to date in order to respond to them. This has been achieved by what lies at its core, its DNA, and what was contributed by its founders: entrepreneurs and the Society of Jesus. The entrepreneurs' spirit, their initiative and conviction that the responsibility of executives and entrepreneurs is one that reaches beyond the company to society itself, is still relevant and vibrant today. The academic rigour of the Society of Jesus that unites teaching and research, and a holistic view of the individual in various dimensions, has forged leaders for 500 years in a tradition that is continuously updated and endorsed. Our aim at ESADE is to combine entrepreneurial spirit and academic rigour in an environment of collaborative research, prioritising freedom of

opinion and thought, and with a clear vision of what it means to serve the social needs of our complex societies.

You are, therefore, warmly invited into this institution and into this environment, which we hope will be intellectually stimulating, and where we shall address such a vital question to the future of organizations as this year's chosen subject matter: innovation and creativity.

Thank you very much for joining us today at ESADE, where you are all most welcome.

Carlos Losada

DIRECTOR GENERAL OF ESADE BUSINESS SCHOOL

Welcome to ESADE Business School!

ESADE Business School is proud to host and organize the 2009 annual meeting of the European Group for Organizational Studies.

Every EGOS Colloquium is a unique occasion and this year will be no exception. Indeed it is a very special one for a number of reasons. Firstly, a 25th anniversary is a milestone which marks consistency of academic endeavour over time: the tremendous vitality that permeates the Colloquium and makes it a major reference in the academic world.

Secondly, the very theme of this year's Colloquium resonates throughout Europe. Not only has the European Commission qualified 2009 as the European Year of Creativity and Innovation, but also a much needed economic recovery directs our attention to issues that are neighbours and close relatives to creativity. Further, ESADE Business School's main campus is located in Barcelona, a city which has strong links with creativity, as is quickly apparent to the visitor. Finally, creativity in particular is an important topic to which our Business School Faculty pays consistent attention, by exploring new avenues for research in organization science and bridging disciplines.

ESADE Business School places scholarly work as one of the basic founding pillars of the institution. Therefore, hosting the 25th EGOS Colloquium, which has been organised with the help of the faculty from the departments of business policy and strategy, human resource management and operations, brings us great satisfaction, for it signals continuity in that endeavour.

This year's theme of Passion for Creativity and Innovation not only points to an extremely relevant, albeit complex, topic, but it also does it with a very specific and powerful qualifier: it includes passion. Passion clearly addresses and calls for intensity when engaging with the topic and in general with scholarly work. Furthermore, passion echoes strongly in the Colloquium itself. As any colloquium depends on the artful combination of different voices for the results to be fruitful, what more stimulating framework for that than a call for a passionate discussion of innovative and creative research ideas! I therefore wish you a very productive and passionate exchange during the Colloquium that marks the 25th anniversary of EGOS!

Alfons Sauquet
DEAN OF ESADE BUSINESS SCHOOL

Dear EGOSians,

Anniversaries are unique snapshots of the present that allow us to celebrate the past, while dreaming up and creating the future. If you are leafing through the pages of this program, you are already part of the 25th EGOS Anniversary Colloquium, which seeks to energize – with passion for creativity and innovation – the study of organizations and organizing. This year's program is like a Spanish tapas bar: overflowing with delicious and surprising creations, and welcoming amicable and engaging conversations!

On its varied menu you will find two keynote presentations that challenge pre-conceived ideas: Rakesh Khurana's insightful accounts of the professionalization project in business education and Marie-Laure Djelic's thought-provoking inquiry into the relationship between creativity and the transnational law of rules. You can also choose from the rich set of sub-plenary sessions, which take stock of the organization studies' past and offer new research perspectives for the future. Further, from sub-theme 1 to sub-theme 46, there is a polyphony of voices, languages, topics, empirical settings and research methods that capture the bright and dark sides of passion, creativity and innovation, and offer opportunities for rethinking the field of organization studies. The quest for novelty is not only about new paths chartered by mavericks and rebels, it is also about ordinary people doing their job well; it is about passion, serenity, and elementary grace – the beauty of everyday life, as Jim March reminds us in his film *Heroes and History*, which can be viewed after the end of the Colloquium.

Barcelona is the perfect host city; it interweaves tradition and avant-garde into a multi-layered identity, from the history-laden Gothic quarter to the 22@ district, reaching out to the future; from the masterpieces of local modernism to the statements of global starchitects; from Cuatre Gats that guards culinary tradition, to chef Ferran Adrià's cutting edge innovation lab, *elBullitaller*; from the unique Catalan heritage to the diversity brought by multi-ethnicity; from the buzz of its markets, to the vitality of its business schools and universities. Energy and passion are palpable everywhere: among those enamoured and inspired by the city are designers, artists, architects, or entrepreneurs who have chosen it as a stage for their intricate creations; flocks of tourists marvelled by the city's visual charms and romantic flare, or fans of FCBarcelona, their faces lit with emotions at the club's victory.

There is not one Barcelona, but many, as Spanish writer Manuel Vázquez Montalbán affirmed two decades ago in his homonymous book. The city in Woody Allen's *Vicky, Cristina, Barcelona* is different from Pedro Almodóvar's in *All About My Mother*. The Barcelona of Eduardo Mendoza's novel *No Word From Gurb* is nothing like the one of Carlos Ruiz Zafón in *The Shadow of the Wind*, and differs from the one that inspired Picasso and Miró, or the poets Foix and Fonollosa.

Whether a regular or a newcomer to the EGOS community and the city, I hope you enjoy the experience – with an open heart and fertile imagination!

Silviya Svejnova
CHAIR OF THE 25th EGOS COLLOQUIUM

Organizing Committee at ESADE Business School

Silviya Svejnova (Chair) Alfons Sauquet
 José Luis Álvarez Luis Vives
 Carles Roig

ESADE Organizing Secretariat

Bárbara Segura Sascha Keen

ESADE PR Director

Gloria Mora

EGOS Executive Secretariat

Angelika Zierer-Kuhnle Thomas Crowe

Colloquium registration and hotel reservations

Registration and hotel reservations have been managed by:
 AOPC (EGOS 2009)
 Av. Drassanes 6, 19º 5ª
 08001 Barcelona, Spain
 Phone: +34 933 027 541
 Fax: +34 933 011 255
 E-mail: egos2009@aopc.es

Sponsors and exhibitors

The Organizers of the 25th EGOS Colloquium would like to thank the following sponsors and exhibitors for their financial support:

Major sponsor

Ministry of Innovation, Universities and Enterprise, Generalitat of Catalonia

Sponsors

Sage Publications
 Wiley

Exhibitors

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

The exhibition area is located in the foyer of the Amphitheatre of the Auditorium ESADE-FORUM located in the basement of ESADE Building 1 (see floor plan on pages 250/251).

General information

Venue

The 25th EGOS Colloquium takes place at the ESADE Business School in Barcelona. Meeting rooms are in the three buildings of the school, which are located in close proximity to one another. The Registration desk, where you can collect the conference materials and your badge, is located in front of the main entrance door of ESADE Building 2.

ESADE Building 1 Sub-themes, sub-plenary sessions, keynote speaker 2, Av. Pedralbes 60-62 general assembly and exhibition area

ESADE Building 2 Sub-themes, sub-plenary sessions Marqués de Mulhacén 40-42 and registration area

ESADE Building 3 Sub-theme sessions Av. Esplugues 92-96 Pre-Colloquium workshops: June 29 - 30 and July 1

(see map of the area on page 256)

Transportation to the venue

ESADE's Barcelona campus is located in one of the city's most attractive residential areas just off the Avenue Diagonal and close to one of the city's university areas. It is within easy reach of the Monastery of Pedralbes and the Royal Palace of Pedralbes park. ESADE is about 20 minutes by car from Barcelona International Airport (El Prat). The area is easily accessible by car and public transport from the city centre and from outside the city.

Subway: There are two underground stations situated near the campus:

- Reina Elisenda station (Line L6): from here you can walk to ESADE (10 min)
- María Cristina station (Line L3): from here you can walk to ESADE (17 min) or take bus lines L63 or L78 (direction Sant Joan Despí).

Tram: The nearest tram station is Pius XII (Line T1, T2 and T3). You can walk to ESADE (15 min) or take bus lines L63 or L78 (direction Sant Joan Despí).

Bus: There are various bus routes with stops near ESADE: 22, 63, 64, 75 and 78.

General information

Opening celebration of the 25th EGOS Colloquium at the Palau de la Música Catalana

The opening of the Colloquium and the first plenary session (Thursday, July 2, at 18:00) will take place at the Palau de la Música Catalana. With over 100 years of history, the Palau de la Música Catalana is one of the main local points of Catalan musical life. It was built between 1905 and 1908 and is considered to be one of Modernism's chief exponents. The building, an original design by the Catalan architect Lluís Domènech i Montaner, has been declared a World Heritage Site by the UNESCO. From 1982 until 1999, the Tusquets-Díaz Architects Studio carried out works to redesign and extend the building, a project which has endowed it with all the features demanded of a modern concert hall.

Program:

- Welcome address by Eero Vaara (Chair of EGOS), Silviya Svejenova (Chair of the Organizing Committee), Alfons Sauquet (Dean of ESADE Business School) and official opening by the H. Sr. Josep Huguet (Minister of Innovation, Universities and Enterprise, Generalitat of Catalonia).
- Keynote speech 1: 'The past as prologue: The professionalization project in business education' by Rakesh Khurana, Harvard Business School.
- Concert by the Orchestra of Guitars of Barcelona.

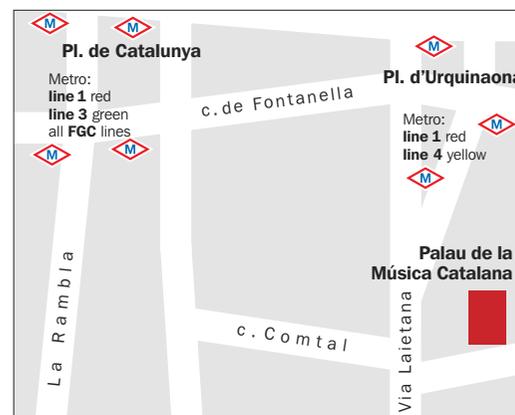
The Palau de la Música Catalana is located in the old city center.

Address: Sant Pere Més Alt, Barcelona.

Subway: The nearest underground stations are Urquinaona (Line L1 and L4) and Catalunya (Line L1, L3 and all FGC lines).

Bus: There are various bus routes with stops near the Palau de la Música Catalana: 17, 19, 40 and 45.

Please note that Colloquium participants are expected to make their own transport arrangements to arrive at the Palau de la Música Catalana on time.



General information

Colloquium registration desk

The registration and information desk is located in front of the main entrance of ESADE Building 2.

Wednesday, July 1 15:00–20:00
 Thursday, July 2 07:30–16:30
 Friday, July 3 08:00–18:00
 Saturday, July 4 08:00–14:00

There is an information point in the ground floor of ESADE Building 3, as well as hostesses on each floor. Please ask them if you require assistance of any kind.

Pre-Colloquium workshops hospitality desk

The pre-Colloquium workshops take place in ESADE Building 3 from Monday, June 29 to Wednesday, July 1. The hospitality desk is located on the ground floor (level 0) of ESADE Building 3.

Monday, June 29 15:00–19:00
 Tuesday, June 30 08:00–18:00
 Wednesday, July 1 08:00–16:00

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. Hostesses are available to help you on each floor of the three buildings in case you need technical support.

Computer room and internet facilities

You are welcome to use the following computer rooms:

ESADE Building 1 Room TIC1 and TIC4 Floor -1
 ESADE Building 3 Room CP-26 Floor B (-2)

(see floor plans on pages 251 and 255)

Wednesday, July 1 08:00–19:00
 Thursday, July 2 08:00–19:00
 Friday, July 3 08:00–19:00
 Saturday, July 4 08:00–16:00

Wireless internet

During the entire Colloquium, free wi-fi internet will be available in each of the buildings. Simply connect to the 'Tsunami' network, no password is required.

General information

Registration fees

Please note that you must be registered as a 2009 EGOS member to participate in the Colloquium.

	UP TO MAY 15	AFTER MAY 15
EGOS member 2009* and/or convenor	375€	450€
PhD student EGOS member 2009* 2009 student card photocopy required	265€	450€
* EGOS membership fee for 2009 has to be already paid to EGOS Secretariat prior to registering for the Colloquium.		
EGOS 25th Anniversary Dinner and Party at Maremagnum (Friday, July 3)	60€	

The dinner is not included in the registration fee. Due to the limited capacity of the venue, the number of tickets available is restricted, and they will be provided on a first-come first-served basis.

Registration forms will have been processed when received before June 15. The reduced fee has only been applied if both the registration form and payment were received on or before May 15. Refund of registration fee – minus 100€ administrative charge – has been granted for cancellations received before May 15. No refunds after this date.

Registration fee includes:

- Access to Colloquium sessions (sub-theme, sub-plenary, plenary) on Thursday, July 2, Friday, July 3 and Saturday, July 4.
- Opening celebration on Thursday, July 2 at the Palau de la Música Catalana.
- Coffee during breaks and lunches on Thursday, July 2, Friday, July 3 and Saturday, July 4.
- Personal badge, certificate of attendance, Colloquium bag and program.

General information

☐ Coffees and lunch

There are lunch and coffee areas in the three buildings, however the capacity of each one is limited. Therefore, we ask you to remain in the lunch and coffee area of the building where your sub-theme is taking place. If one of the areas is full, the organizers will indicate an alternative area with available places.

Please follow the signs or ask our hostesses and staff to find the lunch and coffee areas.

ESADE Building 1: Floor -1 Foyer of the Auditorium ESADEFORUM 260 pers.
 Floor -1 Garden 150 pers.
 Floor -1 Cafeteria 300 pers.

ESADE Building 2: Ground floor Cafeteria and garden 500 pers.

ESADE Building 3: Floor A (-1) Cafeteria and garden 400 pers.

(see floor plans on pages 251, 253 and 255)

☐ Convenors' and Organization Studies' joint dinner

The dinner will take place in the Restaurant Brasserie Flo on Thursday night (July 2) at 20:30 just after the Opening celebration at the Palau de la Música Catalana.

Admission: by invitation only.

Address: Junqueras 10, Barcelona (located 50 meters from the Palau de la Música Catalana).

Subway: The nearest subway station is Urquinaona (Line L4).

Bus: There are various bus routes with stops in the area: 17, 19, 40 and 45.

No transportation is provided. Please make your own transport arrangements to arrive at the Restaurant Brasserie Flo.

☐ EGOS 25th Anniversary dinner and party

The dinner will take place in the Maremagnum shopping and leisure complex on Friday night (July 3) at 20:30. Please note that the dinner is not included in the registration fee. Due to the limited capacity of the venue, the number of tickets available is restricted, and they will be provided on a first-come first-served basis. If you have bought a ticket in advance, your invitation card to the dinner will be included in your conference documents.

The Maremagnum is located in the Barcelona old port, at the end of Las Ramblas.

Address: Moll d'Espanya, Barcelona.

Subway: The nearest subway station is Drassanes (Line L3).

No transportation is provided. Please make your own transport arrangements to arrive at the Maremagnum.

Hotel information

☐ Hotels

The Registration and Hotel Secretariat, AOPC, has dealt the incoming requests on a first-come first-served basis. AOPC reserves the right to book another hotel/hotel category if the desired one is fully booked.

In order to book a room, a payment of a deposit was required plus €8 as bank and administration fees per room. Upon receipt of the form and payment, a hotel voucher stating the name and address of the hotel assigned was sent by email. The deposit paid in advance will be deducted from the hotel bill and the balance due should be paid directly at the hotel reception when leaving the hotel. The hotel voucher sent to you as confirmation of your reservation will be your receipt for the deposit paid in advance.

Any change or cancellation of a reservation should be made to AOPC and not directly to the hotel. Refunds in case of cancellation are as follows: before May 15, 2009 the hotel deposit is refunded in full minus the bank and administration fee of €8. No refunds are possible after this date. Refunds will always be made after the Colloquium.

In the case of a no-show your room will be cancelled automatically and as per the cancellation conditions no refund will be made. If you decide to reduce your hotel reservation after May 15, 2009 or during the Colloquium, the hotel reserves the right to charge you all nights initially booked.

Hotel accommodation in various price categories and with special rates has been reserved in Barcelona. The number of rooms available in the official hotels at special rates is limited. Therefore, AOPC reserves the right to confirm other rates and/or non-official hotels if the official ones are fully booked. All rates are per room and night in Euros. VAT of 7% is not included in the rates shown.

Hotel information

Hotel and category	Rate code	Single room	Double room	Breakfast	Deposit
Near to the venue					
Princesa Sofia 5***** Tel: (34) 93 508 10 00	A	144	168	Included	300
Rey Juan Carlos I 5***** Tel: (34) 93 364 40 40	A	159	169	Included	300
Sansi Pedralbes 4**** Tel: (34) 93 206 38 80	B	118	118	17	250
HUSA Arenas 4**** Tel: (34) 93 280 03 03	B	126	126	9	250
HUSA Pedralbes 3*** Tel: (34) 93 203 71 12	B	106	112	9	250
HUSA Illa 4**** Tel: (34) 93 410 33 00	B	126	126	9	250
NH Rallye 3*** Tel: (34) 93 339 90 50	B	124	139	Included	250
NH Les Corts 3*** Tel: (34) 93 322 08 11	B	124	139	Included	250
NH Numancia 3*** Tel: (34) 93 322 44 51	B	124	139	Included	250
HUSA Bonanova Park 2** Tel: (34) 93 204 09 00	C	95	101	9	200
Barceló Sants 4**** Tel: (34) 93 503 53 00	C	100	115	Included	200
Near to the city center					
HUSA Oriente 3*** Tel: (34) 93 302 25 58	B	102	104	13	250
NH Duc de la Victoria 3*** Tel: (34) 93 270 34 10	B	134	149	Included	250
Silken Concordia 3*** Tel: (34) 93 324 91 80	B	108	108	12	250
Tryp Apolo 4**** Tel: (34) 93 343 30 00	B	98	98	17	250
Paral·lel 2** Tel: (34) 93 329 11 04	C	81	97	7	200

All prices are per room/night in Euros
VAT of 7% not included

Useful information

Attendance certificate

An attendance certificate is included in the conference documents.

Badges

Badges are essential for admission to sessions, coffee and lunch area.

Banks and exchange

This service is available at all banks, open to the public Monday through Friday, from 8:15 to 14:00. It is also available at currency exchange shops in all major cities as well as in the main hotels and travel agencies.

Cashpoints

Cashpoints available in the venues: ESADE Building 1 (ground and first floors), ESADE Building 2 (ground floor) and ESADE Building 3 (ground floor).

Credit cards

Most hotels, restaurants and shops in Barcelona accept major credit cards.

Currency

The currency in Spain is the Euro. All fees and rates are charged in Euros. No other currency will be accepted.

Disclaimers

The 25th EGOS Colloquium and its agents have the right for any reason beyond their control to alter or cancel, without prior notice, the Colloquium or any of the arrangements, timetables, plans or other items relating directly or indirectly to the Colloquium. The Organizers and AOPC shall 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.

Electricity

Electric appliances in Spain work with 220 volts, 50Hz and plugs conform to the European system of 2 round pins.

Emergencies

The emergency phone number is 112, valid and free in the entire Spanish territory.

Useful information

■ Lost and found

A lost and found service will be available at the Registration Desk, located in front of ESADE Building 2.

■ Safety

Barcelona is a safe city, however, as in all touristic cities, pickpockets may be around the venue and in the city centre. Please take the usual precautions and do not leave valuables unattended.

■ Shopping hours (estimate)

Monday to Saturday from 10:00 to 13:30/14:00 and from 16:30 to 20:00.
Department stores do not close at midday.

■ Transportation**Airport**

Barcelona International Airport is approximately 12 km from the city. Connections from Barcelona city centre to the airport and vice-versa are also operated by the Aerobus daily service and by train. Taxis are also available at the airport at an approximate cost of €28 to the city centre including the required supplements for leaving the airport and carrying luggage. Taxis are yellow and black, and when free show a clearly visible green light on the roof of the vehicle.

How to get to the city from the airport by train:

Line 10 of Renfe (the Spanish railway company) links the airport to the city in 32 minutes. The stops are: Airport - El Prat de Llobregat - Bellvitge - Barcelona Sants Railway Station - Barcelona Passeig de Gracia (city centre) - Barcelona França Railway Station. This train runs from 6.00 to 22.30 and there is a train every 30 minutes. The price is €2.60.

How to get to the city from the airport by bus:

The Aerobus daily service links in 30 minutes the airport and the city centre (Plaça Catalunya). The service runs Mondays to Fridays every 7 minutes and Saturdays, Sundays and holidays every 15 minutes. The price is €4.05.

How to get to the venue (ESADE) from the airport:

By train: The train service between the airport and the city operates from 6:00 to 22:30 (direction Barcelona) and from 5:20 to 22:50 (direction airport). There is one train every 30 minutes and the travel time is 32 minutes. Alight at Barcelona-Sants Railway Station and connect with the line L3 of the metro. The closest metro station to the venue is Maria Cristina. You can walk to ESADE (17 min) or take bus lines L63 or L78 (direction Sant Joan Despí).

By bus: The bus service between the airport and the city centre operates from 6:00 to 01:00 on working days and from 6:30 to 01:00 at the weekend (direction Barcelona) and from 5:30 to 00:15 hrs on working days and from 6:00 to 00:30 hrs at the weekend (direction airport). There is one bus every 7-15 minutes and the travel time is 30 minutes.

Useful information

Alight at Plaça Espanya and connect with the line L3 of the metro. The closest metro station to the venue is Maria Cristina. You can walk to ESADE (17 min) or take bus lines L63 or L78 (direction Sant Joan Despí).

By taxi: The journey to the venue takes about 20 minutes depending on the traffic. There is an additional cost for entry-exit from the airport and for carrying luggage.

Note: the Organizers are not responsible for any changes made to the above transportation information.

See map of the area on page 256.

■ Value Added Tax (VAT)

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

Pre-Colloquium workshops

PhD Pre-Colloquium Workshop

June 29 – July 1

CONVENORS	Steven Grover, University of Otago, New Zealand Jordi Trullén, ESADE, Spain
MAIN LOCATION	E3-0-0014 Coffee and lunch will be served in the garden located at ESADE Building 3, Floor A, (Level -1) Break-out rooms (for Feedback Groups on Tuesday, 13.30–16.00) E3-B-B005; E3-B-B006; E3-B-B007; E3-B-B008; E3-B-B009; E3-B-B010; E3-B-B011
FACULTY	Jean Bartunek, Boston College, USA Christina Garsten, Stockholm University, Sweden Hervé La Roche, ESCP-EAP, European School of Management, Paris, France Michael Lounsbury, University of Alberta, Canada Peer Fiss, University of Southern California, USA Rafel Lucea, George Washington University, USA Renate Meyer, Vienna University of Economics and Business Administration, Austria Eero Vaara, HANKEN School of Economics, Finland David Wilson, Warwick Business School, UK Shaker Zahra, University of Minnesota, USA

Monday, June 29

15:00–16:30	Registration
16:30–18:00	Introduction to PhD workshop Steven Grover and Jordi Trullen
18:00–19:00	ESADE Building 1, ESADEFORUM, Platea 1 Opening address, jointly with the Early Career Workshop Profits for passion-maximizing: Business models and value creation in creativity-driven ventures Silviya Svejenova and Luis Vives, ESADE Business School
19:30–21:00	Welcome party ESADE Building 1, Garden located in floor -1

Pre-Colloquium workshops

Tuesday, June 30

9:00–10:30	Collaborative research with practitioners Jean Bartunek
10:30–11:00	Coffee break
11:00–12:30	Reviewing for academic journals Eero Vaara and David Wilson
12:30–13:30	Lunch
13:30–16:00	Discussion of participant research proposals. Feedback Groups: Jean Bartunek (E3-B-B005) Christina Garsten (E3-B-B006) Hervé La Roche (E3-B-B007) Rafel Lucea (E3-B-B008) Eero Vaara (E3-B-B009) David Wilson (E3-B-B010)
16:00–16:30	Coffee break
16:30–18:00	How to get published in international journals: The editor's perspective Michael Lounsbury
19:00	'Glimpses of Barcelona' tour Bus departs from ESADE 3 (tour will end at Restaurant Sal-Café)
20:30–23:00	Dinner at the beach Together with the Early Career Workshop Restaurant Sal-Café Address: Passeig Marítim s/n, 08003 Barcelona. Tel: 932 240 707. Near to the Hospital del Mar. The nearest metro station is 'Ciutadella – Vila Olímpica', Line 4. No transportation is provided by the Organization after dinner.
Wednesday, July 1	
9:00–10:30	Making a contribution to knowledge Shaker Zahra
10:30–11:00	Coffee Break
11:00–12:30	Using quantitative tools for qualitative data Peer Fiss
12:30–13:30	Lunch
13:30–15:00	Having a successful career: Getting a job and getting started Peer Fiss, Steven Grover, Jordi Trullen, Shaker Zahra

Pre-Colloquium workshops

Early Career Pre-Colloquium Workshop

June 29 – July 1

CONVENORS Vincent Mangematin, UMR GAEL (INRA/UPMF) and Grenoble Ecole de Management, France
Elena Bou, ESADE, Spain

MAIN LOCATION E3-0-0012

Coffee and lunch will be served in the garden located in
ESADE Building 3, Floor A, (Level -1)

Break-out rooms for Sessions 3, 4 and 6:

E3-B-B012 Group 1 with Renate Meyer

E3-B-B014 Group 2 with Michael Lounsbury

E3-B-B016 Group 3 with Candace Jones

E3-B-B018 Group 4 with Julia Balogun

FACULTY Julia Balogun, Lancaster University Management School, UK
Candace Jones, Boston College, USA
Michael Lounsbury, University of Alberta, Canada
Renate Meyer, Vienna University of Economics and Business Administration, Austria
David Wilson, Warwick Business School, UK

Monday, June 29

15:00–16:30 Registration

16:30–18:00 Session 1: **Introduction to the Early Career Workshop**
Elena Bou and Vincent Mangematin

18:00–19:00 ESADE Building 1, ESADEFORUM, Platea 1
Opening address, jointly with PhD Workshop
Profits for passion-maximizing: Business models and value creation in creativity-driven ventures
Silviya Svejenova and Luis Vives, ESADE Business School

19:30–21:00 **Welcome party**
ESADE Building 1, Garden located in floor -1

Pre-Colloquium workshops

Tuesday, June 30

09:00–10:30 Session 2: **Qualitative research**
Julia Balogun

Circulate papers

10:30–10:45 Coffee break

10:45–12:45 Session 3: **Group work (1)**

13:00–14:00 Lunch

14:00–16:00 Session 4: **Group work (2)**

16:00–16:15 Coffee break

16:15–18:30 Session 5: **The art of writing and publishing articles in international academic journals** (lecture)
David Wilson

19:00 **‘Glimpses of Barcelona’ tour**
Bus departs from ESADE 3 (tour will end at Restaurant Sal-Café)

20:30–23:00 **Dinner at the beach**
Together with the PhD Workshop
Restaurant Sal-Café
Address: Passeig Marítim s/n, 08003 Barcelona. Tel: 932 240 707.
Near to the Hospital del Mar. The nearest metro station is ‘Ciudadella – Vila Olímpica’, Line 4. No transportation is provided by the Organization after dinner.

Wednesday, July 1

09:00–10:15 Session 6: **Group work (3)**

10:15–10:30 Coffee break

10:30–12:30 Session 7: **Reviewing process. Letter from the editor; response letter to the editor and reviewers**
Michael Lounsbury and/or Renate Meyer

12:30–14:00 Lunch

14:00–16:30 Session 8: **Research project and life after the PhD. Luces y sombras de la vida academica/Lights and shadows of the academic life**
Elena Bou and Vincent Mangematin

16:30–16:45 Session 9: **Closing and wrapping up session**

Pre-Colloquium workshops

Art of Academic Reviewing Pre-Colloquium Workshop

Wednesday, July 1
09:00–12:00

CONVENORS Eero Vaara, HANKEN School of Economics, Finland
David Wilson, Warwick Business School, UK

LOCATION E3-0-0018

EDITORIAL PANEL Joep Cornelissen (Editor-in-Chief for the Journal of Management Studies)
David Courpasson (Editor-in-Chief for Organization Studies)
Tomi Laamanen (Associate Editor for Strategic Management Journal)
Roy Suddaby (Associate Editor for the Academy of Management Review)
Tina Dacin (Associate Editor for Organization Science)

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 second time, EGOS provides a pre-conference workshop that focuses on the practice of academic reviewing. 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 in the garden located in ESADE Building 3, Floor A (Level -1).

Other pre-Colloquium meetings

Wednesday, July 1

15:00–16:15	Journal of Management Studies Editorial Board meeting followed by cocktail	E3-0-0018 E3, Garden in floor A (-1)
16:15–17:30	Organization Studies Editorial Board meeting followed by cocktail	E3-1-1016 E3, Garden in floor A (-1)
17:30–19:30	EGOS Board meeting	E1-0-Board room
18:00–19:30	Women's network meeting followed by cocktail	E3-B-B020 E3, Garden in floor A (-1)

Women's network EGOS 2009 informal meeting

Wednesday, July 1
18:00–19:30

Women's network meeting

LOCATION

E3-B-B020
Break out rooms:
E3-B-B010, E3-B-B012, E3-B-B014, E3-B-B016, E3-B-B018

PARTICIPANTS

Yvonne Benschop, Radboud University Nijmegen, The Netherlands
Irene Lammers, Free University, Amsterdam, The Netherlands
Itziar Castello, ESADE Business School, Ramon Llull University, Spain
Mustafa Özbilgin, University of East Anglia, UK
Judith Pringle, Auckland University of Technology, New Zealand
Isabelle Reymen, Eindhoven University of Technology, The Netherlands

Inspired by the huge success of the EGOS women's network events at EGOS 2008 in Amsterdam, we aim to further build our network at EGOS 2009. In order to get to know one another and to explore the issues underlying the Women's network, all EGOS attendees (men included) are invited to join us in small table discussions on the key issues that mark a woman's career in academia. Discussions include (but are not limited to): 'Maintaining a work-life balance', 'Sexism in the institutions', 'Making use of formal and informal networks in academia', 'Inequalities produced by the publication system', 'Multiple identities and female strangers' and 'Woman, authority and leadership'.

19:30

Women's network cocktail at

ESADE Building 3, Garden located in floor A (-1)

All are invited to extend the social gathering and debates over dinner (at one's own expense) afterwards.

Colloquium timetable

Wednesday, July 1

		LOCATION
15:00–20:00	Registration	In front of the main entrance of ESADE Building 2

Thursday, July 2

		LOCATION
07:30–16:30	Registration	In front of the main entrance of ESADE Building 2
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	All buildings
14:00–15:30	Sub-themes session III	All buildings
15:30–17:00	Workshop: 'Industry meets academia: tagging as social classification in cyberspace (Sub-theme 11 only)	E1-2-20
15:30–16:30	'Meet the Editor' meetings:	
	Organization Studies	E1, Coffee-lunch Area B
	Scandinavian Management Journal	E1, Coffee-lunch Area C
	M@n@gement	E1-EF-Platea1
18:00–20:00	Opening celebration of the 25th EGOS Colloquium	Palau de la Música Catalana No transportation is provided
	Welcome addresses and official opening	
	Keynote speech 1: 'The past as prologue: the professionalization project in business education' by Rakesh Khurana	
	Concert	
20:30	Convenors' and Organization Studies' Joint Dinner	Brasserie Flo Restaurant No transportation is provided

Colloquium timetable

Friday, July 3

		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	All buildings
14:00–15:30	Sub-plenary sessions (all)	E1-EF-Platea1 E1-1-13 E1-2-26 E2-1-101 E2-1-119 E2-2-211 E2-3-317
15:30–16:00	Coffee break	Buildings 1 and 2
16:00–18:30	EGOS Award Celebration	E1-ESADEFORUM
	Keynote speech 2: 'Transnational law of rules: framing creativity or creative framing?' by Marie-Laure Djelic	
	EGOS Honorary Member Award Roland Calori Prize EGOS General Assembly	
18:30–20:00	Organization Studies Advisory Board meeting	E1-0-Board room
20:30	EGOS 25th Anniversary Dinner and Party	Maremagnum No transportation is provided

Saturday, July 4

		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
12:45–13:00	Closing of the Colloquium	E1-ESADEFORUM
13:00–14:00	Lunch	All buildings
14:00–16:00	Viewing of Jim March's film 'Heroes and history: lessons for leadership from Tolstoy's War and Peace'	E1-ESADEFORUM
14:00–16:00	EGOS Board meeting	E1-0-Board room

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Passion for creativity and innovation

Energizing the study of organizations and organizing

What better place than Barcelona and the Mediterranean for explorations in and dialogues on passion for creativity and innovation in organization studies and celebration of the plurality of theoretical and empirical approaches, which EGOS stands for!

Passion is about excitement, enthusiasm, zeal, and delight. Passion for creativity and innovation is essential for energizing the study of organizations and organizing in various ways and at different levels: societies or parts of them, such as social movements, urban milieus, or youth cultures, play an essential role as contexts of creativity and innovation and are, in turn, re-shaped by them. Organizations co-create – with their stakeholders, competitors, regulators, or partners in alliances and networks – practices, policies, processes, and narratives about their own becoming, which influence societies. Entrepreneurs engage in institution building efforts to push their ideas forward. They go against the grain and persist in the face of failure, bringing to life new organizations, which can displace a field's centre of gravity. Scholars, passionate about the study of organizations and organizing, revisit old problems with new approaches or discover new lands and lenses of academic inquiry, thus revising, revitalizing, or challenging the field's conventions.

We welcome divergent thinking and challenging questions that help ignite imagination and create spaces for the exchange of brave new ideas on organizing and organizations; explorations into forgotten areas and uncharted territories as well as exploitation of existing ideas with new interpretations and in different contexts; attention to peripheral themes that have the potential to move to the core of the field or to core themes that call for reinvention; discovering and bringing to the fore of opportunities for creative disruptions; focus on unusual organizational settings and new methods' combinations; learning from other 'languages', those of philosophy, psychology, economics, and political science.

Keynote speaker 1

**Rakesh Khurana**

Harvard Business School, USA

The Past as Prologue: The Professionalization Project in Business Education

Thursday, July 2 18:00–20:00
Palau de la Musica Catalana

In his most recent book, *From Higher Aims to Hired Hands: The Social Transformation of American Business Schools and the Unfulfilled Promise of Management as a Profession* (2007: Princeton University Press), Rakesh Khurana chronicles the evolution of management as a profession, with particular focus on the institutional development of the MBA. His research is rooted in the question of how certain occupations within business (not just executive management, but also consulting, private equity, and investment banking) have come to require the MBA credential as a prerequisite for entry. The significance of this issue lies in its direct bearing on the question of how professional management has claimed and received legitimization for its role as the steward of a very substantial proportion of society's material wealth and resources – a role that has itself been subject to changing interpretations over the decades since the phenomenon of professional management first appeared on the American scene.

Keynote speaker 2

**Marie-Laure Djelic**

ESSEC Business School, France

Transnational Law of Rules: Framing Creativity or Creative Framing?

Friday, July 3 16:00–18:30
E1-ESADEFORUM

Intense governance activism, with a transnational scope, leads in our world to a proliferation of rules of all kinds. A transnational law of rules is increasingly encroaching upon the traditional prerogatives of the national rule of law. It is interesting to wonder what happens, in that context, to creativity – organizational creativity in particular. We need to remind ourselves of the Janus face of creativity – hesitating between madness (manike) and destruction or divine inspiration (mantike) and construction. In our modern organizations, creativity has been mostly framed and tamed – generally turned into innovation. What happens when our world opens up? Does the transnational law of rules mean a tighter framing and taming, still, of creativity? Or does it in fact re-open the gates, letting creativity roar for better or worse?

The Importance of Organization and the Coherence and Impact of Organization Theory

DATE Friday, July 3 14:00–15:30

LOCATION E1-EF-Platea1

CHAIR Stephen Ackroyd, Lancaster University Management School, UK

PRESENTERS

Göran Ahrne, University of Stockholm, Sweden
Nils Brunsson, Stockholm School of Economics, Sweden
Jean-Claude Thoenig, Paris-Dauphin University, France

Over the last few decades the field of organization studies has expanded rapidly. It has come to cover almost any social process within the realm of formal organizations. It has imported a great many new theories and ideas from other social sciences such as institutionalism, network theory or various philosophical inspirations, and one 'turn' (postmodernist, linguistic, realist etc.) after another have been influential. The recent dominance of institutional theory is particularly remarkable as this theory from the start provided a fundamental criticism of the very idea of a special organization theory – that the level of the individual organization is a relevant one for understanding social processes. At the same time, the impact of organization studies on other social science disciplines has been remarkably small. Even the concept of organization is in fact rare in other disciplines.

It is time to reflect on the following questions: Is organization theory still coherent and is coherence something to strive for? Has organizing itself not become excessively neglected? How can new approaches be combined with a core substance of organization? Should organization theory not be more on the offensive, radiating into other disciplines rather than only receiving imports from them? What, if any, are the unique findings of organization theory that other disciplines should import? This sub-plenary session invites a discussion of such questions from different perspectives.

What Can Marx's Ideas Contribute to Organization Studies Today?

DATE Friday, July 3 14:00–15:30

LOCATION E1-1-013

PRESENTERS

Paul Adler, University of Southern California, USA
Yrjö Engeström, University of Helsinki, Finland and University of California, San Diego, USA
Don Palmer, University of California, Davis, USA

Marx has become progressively less prominent as a point of reference in organization studies in recent years, and Marx's ideas no longer figure in our field as prominently as they used to. We feel that the time is ripe to return to Marx with fresh eyes, because we see signs that research in several domains can be invigorated by Marx's core insights.

The three panelists will review recent Marx-inspired research in successively broader spheres: Yrjö Engeström will discuss collaborative work practices and teams; Paul Adler will focus on organization form; Don Palmer will focus on interorganizational fields.

Yrjö Engeström will discuss Marx's notions of revolutionary practice and its elaboration in the works of the Soviet psychologists Vygotsky and Leont'ev which form the foundation of contemporary cultural-historical activity theory. He will argue that to be productive, the currently fashionable 'practice turn' and fascination with detailed ethnographies in organization studies would greatly benefit from a substantive Marxist theory of practice. The productive potential of the principles of historicity, object-orientation and contradiction is demonstrated with the help of examples from empirical studies of teamwork and collaboration in different organizational settings.

Paul Adler will discuss the distinctive contribution Marx's ideas make to the study of organizational structure and process. He will compare approaches derived from Marx with approaches based on other sociological and political-economic viewpoints. He will argue that Marxist theory can serve as a platform for making sense of the simultaneously conflictual and cooperative nature of workplace relations. Moreover, Marx offers deep insights into the long-run trends in those relations, based on his theory of the structure of the causal relations between technology, economics, culture and politics in organizations and society.

Don Palmer will discuss the use of Marx's structural class concepts (as updated by Eric Olin Wright) and Marx's notions of class in and for itself (as developed by Thompson) to analyze contemporary corporate acquisitions. He will demonstrate that the hypotheses derived from the Marxist arguments are not easily derived from other popular theoretical views (in particular, new institutional and agency theory). The main point will be that there is much in Marx's work that can be used for inspiration in contemporary organization studies.

New Research Perspectives on Networks, Markets and Organizations

DATE Friday, July 3 14:00–15:30
LOCATION E1-2-026

PRESENTERS Emilio J. Castilla, MIT Sloan School of Management, USA
 Isabel Fernandez-Mateo, London Business School, UK
 Misiek Piskorski, Harvard Business School, USA
 Sean Safford, University of Chicago, USA

Two widely accepted assumptions characterize research in the fields of economic and organizational sociology today. The first is that actors are embedded in diverse communities, organizations, and networks of relationships, whose structure and composition continuously change over time. The second is that what social actors do and believe is influenced by others' actions and positions in the social structure. Each of the presenters in this sub-plenary goes beyond these two traditional assumptions to inform classic questions in Organization Studies. We formulate and test specific theoretical propositions about how social networks and other organizational processes affect regional, organizational, and individual level outcomes over time, using a diverse range of data sets and empirical methodologies. Data come from different levels of analysis, ranging from regional economies to the vast stretches of the internet to companies and individual workers.

We will start the session with an analysis of how networks of firms, non-profit organizations and government agencies influence patterns of entrepreneurship at the regional level. This study stresses the cognitive and identity-based aspects of social structure, beyond the commonplace understanding of networks as either pipes or prisms in markets. The next paper explores how on-line organizations solve individuals' social network failures. This is a novel approach to the theory of the firm that emphasises the social mechanisms driving the emergence of organization over time. We then move to two papers which focus on networks within organizations. The first studies how particular forms of intermediary organizations at the boundary of firms and markets affect individual level career outcomes in ways that were not possible in more bounded, traditional labor markets. It argues that patterns of social structure are much more likely to function as sources of stratification and inequality in the absence of strong organizational structures. The final paper elaborates on how social and organizational processes influence individual level employment outcomes over time. It explores the organizational processes at work behind formal merit-based practices linking performance evaluations to employee compensation and other key career outcomes. This final presentation will highlight how ostensibly meritocratic practices can nevertheless generate new sources of unequal treatment.

Each speaker will present a paper or set of ideas from his/her research for 10-15 min. The presentations will be followed by a period of 20 minutes for questions, answers and general discussion with the audience.

Action Research and the Practice Turn

DATE Friday, July 3 14:00–15:30
LOCATION E2-1-101
CHAIR Robert MacIntosh, University of Glasgow, UK

PANELISTS David Seidl, University of Zurich, Switzerland
 Davide Nicolini, Warwick Business School, UK
 Marc Bonnet, ISEOR, France
 Olav Eikeland, Akershus University College, Norway

Following discussions at the EGOS Board meeting during the Amsterdam Colloquium (2008), it was suggested that the practice related SWGs and the action research SWG might host a sub-plenary discussion on the overlaps and relationships between the two groups of scholars. We are delighted to announce that this sub-plenary will be held at the Barcelona Colloquium.

The strength of EGOS as a conference rests in the combination of genuine diversity (the 2009 Colloquium features 46 sub-themes) with an ability to hold detailed, deep and rich conversations with small groups of fellow researchers inside each theme. Sub-plenaries offer the opportunity periodically to bring together research communities who may be approaching similar concepts, themes or topics from different angles. In recent years, there has been growing interest in what is described as 'the practice turn' (see Whittington, 2006). This body of work takes as its starting point the importance of researching what managers or other organizational members actually do and has been represented in the work of previous EGOS SWGs and in SWG 5 this year. In parallel, a separate conversation has developed within the Action Research SWG over recent colloquia. Here the starting point has been the nature of the relationship between the researcher and the researched in our field. If the 'practice turn' points to the importance of understanding what managers do, the action research group might be described as concerned with what researchers do and the consequences which follow. Both groups of scholars share genuine concerns over the importance of the relationship between the practice of managers and the practice of researchers. Both focus on activities and doing, considering these to be both quintessential and under-researched. One group's approach has been led by theory, the other group's has been led by method. Both groups are converging on common ground and this sub-plenary provides an opportunity to bring two separate conversations together for a debate about the overlaps between our areas of interest and, perhaps just as important, the gaps that are not currently being addressed.

The sub-plenary will feature panellists drawn from both SWGs who will address a series of provocative propositions about both practice and research methods as a means of opening the discussion up to the audience.

REFERENCE: Whittington R. 'Completing the practice turn in strategy research', *Organization Studies*, 27, 5, 2006, pp. 613-634

Social Innovation in Europe: How Management Scholars Can Solve the European Innovation Paradox

DATE Friday, July 3 14:00–15:30

LOCATION E2-1-119

CHAIR-PRESENTER Henk W. Volberda, Rotterdam School of Management, Erasmus University, The Netherlands

PRESENTERS

Can European firms offshore innovation?
Arie Y. Lewin, Fuqua School of Business, Duke University, USA

How to improve radical innovation performance?
Fariborz Damanpour, Rutgers University, New Warwick, USA

The learning race for management innovations: how do they contribute to economic performance?
Michael Mol, London Business School and University of Reading, UK

How does knowledge creation, transfer and utilization impact on innovation: Europe vs. US
Max Boisot, Birmingham Business School, UK

Actors, governance and the role of networks in solving the European paradox: the EiT case
Alfons Sauquet, ESADE Business School (Ramon Llull University), Spain

Most innovation policies of Western economies focus on knowledge-related macro variables, such as the private investments in R&D or the percentage of available scientists and engineers (WEF, OECD). For instance, the European Union's Lisbon summit 2000 outlining its objective to become the world's most dynamic knowledge economy, or the Barcelona 2002 priority to spend approximately 3% of the GDP on investment in R&D, assume that increased knowledge investments result in higher innovation and competitiveness (cf. O'Mahony & Van Ark, 2003; Soete, 2004). However, measures of a firm's knowledge base have been rudimentary and do not fully reflect the richness of the construct. The majority of empirical studies in the knowledge-based theory of the firm as well as in innovation policy studies used proxies (such as R&D expenditures or the number of scientists working in R&D departments) rather than direct measures of the construct (cf. Zahra & George, 2002; Minbaeva et al., 2003). These archival data proxies are attractive in research, as they can often be obtained more efficiently than direct measures. However, they may provide less accurate representations. Moreover, many studies have provided empirical evidence about the relatively low explanatory power of R&D spending in comparison to other variables (Lane & Lubatkin, 1998; Mowery et al, 1996; Van Den Bosch, Volberda & De Boer, 1999).

Several studies have pointed to the relevance of non-technological determinants of innovation, such as new management practices, new business models or new managerial capabilities. Unfortunately, most European management scholars are too silent in this debate, while they have much to offer to bridge the innovation gap. Europe has an excellent record in knowledge creation, but a mediocre record in innovation activity, which is defined as the successful transfer and application of knowledge in new products and services. Evidence from both SMEs and large firms shows that successful innovation is not just the result of technological inventions, but is also heavily reliant on what has been called "social innovation". Social innovation is defined as changing a firm's organization, management and labour in a way that is new to the organization and/or the industry, with the effect of leveraging the firm's technological knowledge base and improving organizational performance. For Europe, more active stimulation of social innovation and its leverage of technological innovation will be crucial to sustain long-term competitiveness. At the moment, European firms are relatively unsuccessful in introducing non-technological innovation. They are apparently weak in terms of transferring and utilizing management, organization, and marketing knowledge. The aim of this plenary is to discuss the various ways in which social innovation and its leverage of technological innovation can be enhanced within a firm; between firms through open innovation networks; and during interaction with institutional stakeholders, as well as through overall better measurement and monitoring. In comparison to technological innovations that are measured by deployment of budgets, number of scientists involved, number of patents or simply by R&D expenses as percentage of turnover, social innovations in terms of outstanding managerial capabilities, management practices and organizing principles of innovation are more difficult to assess and quantify.

Gender in Academia Today

DATE Friday, July 3 14:00–15:30

LOCATION E2-2-211

ORGANIZER EGOS Women's network

PRESENTERS

DISCUSSION LEADERS

Yvonne Benschop, Radboud University Nijmegen, The Netherlands
 Marieke van den Brink, Radboud University Nijmegen, The Netherlands
 Martha Feldman, University of California-Irvine, USA
 Saija Katila, Kuopio University, Finland
 Jackie Swan, Warwick Business School, UK
 Other (TBC)

This sub-plenary session will talk about the many different subtle and not-so-subtle ways in which academia is influenced by gender.

We began organizing this group a year ago, after discussions had started the year before. At last year's organizing meeting, Barbara Czarniawska presented her research, done with Guje Sevon, on 5 leading female 'chairs' in European history – such as Marie Curie – all of whom were born in another country than the one in which they were appointed full professors (as if their foreign-ness gave them a kind of gender 'neutrality' that enabled the appointment). This sub-plenary session follows on that theme.

Marieke van den Brink will present some of the findings of her recently defended dissertation entitled 'Behind the scenes of science. Gender practices in the recruitment and selection of professors in the Netherlands'. This study is based on data of all professorial appointments in the Netherlands between 1999-2005, an analysis of 971 appointment reports and 64 interviews with committee members. While conducted in the Netherlands with its notoriously bad statistics for the representation of women in science (11% full professors), this study speaks to a much larger context.

She will talk about the micro-politics around the appointments of professors, about the possibility of transparent procedures, about the networking practices of influential gatekeepers and about the flexible criteria for academic excellence.

A panel of leading women scholars will discuss the findings of this study and draw parallels to their own locations and to their own work experiences and career paths. They will identify the opportunities and barriers they encountered and will share some of their strategies that have brought them where they are today.

The panel discussion will be followed by a general discussion with the audience about the current state of gender in academia.

University Reforms in the European Higher Education Space

DATE Friday, July 3 14:00–15:30

LOCATION E2-3-317

ORGANIZERS

Lars Engwall, Uppsala University, Sweden
 Behlül Üsdiken, Sabanci University, Turkey
 Carmelo Mazza, Grenoble Ecole de Management, France
 Paolo Quattrone, Oxford University, UK

PANELISTS

Behlül Üsdiken, Sabanci University, Turkey
 Lars Engwall, Uppsala University, Sweden
 Paolo Quattrone, Oxford University, UK
 Eduard Bonet, ESADE Business School, Spain
 Renate Meyer, Vienna University of Economics and Business, Austria
 Marc Ventresca, Saïd Business School, Oxford, UK
 Walter Powell, Stanford University, USA (TBC)

University systems in Europe have been in transition for the last 15 years now. National drive to public budget reduction, increasing pressure towards university-private companies relation and the effort to create a more homogeneous higher education space have been the rational for several reform waves in many EU countries. The Bologna Accord provided politicians with the overall framework to draw the reforms. This process has affected the internal working and external action of universities, being a long-term European invention. At the same time, the reform process creates the ideal environment for the rise of new myths and institutions. Among them, the existence of an American model of university education as such and the convergence among European educational settings are the most influential in current debate. These myths are so widespread that an increasing number of US scholars are wondering about the existence of a convergent American model and many European historians are exploring the existence of common patterns in the emergence of business schools and in the changes in the university field.

Under the auspices of the EU, a group of universities – Sabanci University (Istanbul), Uppsala University, Università di Siena and Oxford University – is now working to reveal these myths and understand the actual differences and similarities among university systems. This venue provides an interesting and qualified opportunity to discuss some of the emerging elements of the investigation.

The goal of this sub-plenary is to discuss the current trends in the reforms of university systems in Europe. Current trends are made of initiatives to respond to four main issues affecting present university legitimacy as institutions: a) funding & governance, ongoing tensions about fund raising and State control over universities; b) firms' increasing demand of usable research; c) students' increasing demand of usability of university education in the labour market; d) societies' increasing demand

for an interpretation (and way-out) of the current socio-economic trends (and crisis). We argue that failing to provide such answers, as well as to play a role in shaping the political responses to such demands, would put at stake university legitimacy as institutions.

The sub-plenary will host distinguished scholars in order to present the current state of the art of the problems, discussions and initiatives in the different EU member states and at EU level. We also aim at providing evidence of the impact of some of the initiatives undertaken and at hearing about future tensions in the university systems.

Due to the characteristic of the sub-plenary, we define an open setting under the form of a roundtable where scholars will present their argument on the several issues at hand. The first round aims at providing the context for the discussion as a second round, fed by intervention from the audience, will provide more opinions and insights which can stimulate further investigations as well as avenues for policy making suggestions.

Meet the Editors of Organization Studies

DATE Thursday, July 2 15:30–16:30
LOCATION ESADE Building 1, Coffee-lunch Area B

Organization Studies would like to invite all its friends and readers to an informal get-together with the new leading editorial team. OS is currently in its 30th year ... and still one of the 'smartest reads' in the field!

Come and join us for a drink!

Meet the Editors of Scandinavian Journal of Management

DATE Thursday, July 2 15:30–16:30
LOCATION ESADE Building 1, Coffee-lunch Area C

The Scandinavian Journal of Management would like to invite all its friends to an informal get-together. Published by Elsevier, and currently in its 25th year, SJM provides an international forum for innovative and carefully crafted research on different aspects of management. Being Scandinavian is a frame of mind – it's about creativity, openness and reflexivity ... you are warmly welcome to join us for a drink!

**Launch of the Unplugged Series in M@n@gement
– EGOS 2009, Barcelona**

'Can we still fix M@n@gement? The narrow path towards a brighter future in organizing practices'

with Stewart Clegg, University of Technology, Sydney, Australia and William Starbuck, University of Oregon, USA

The talk will be followed by a 'Meet the Editors of M@n@gement' cocktail

DATE Thursday, July 2 15:40–16:40
LOCATION E1-EF-Platea1

While global warming brings about the debate on how to make organizations greener, the overheating of the world economy urges us to reconsider the ways we conceive management and organizing practices both as researchers and teachers. Exploitation as we know it may be behind us, but does it entail ideating a revolution to prepare a brighter future? Or are we simply facing a time of evolution? To put it more straightforwardly: is it time to unplug an overheating system and start from scratch, or can we still fix management and organizing practices?

The path is narrow between an abstract scientism disconnected from reality and our subjection to short-term managerial interests. Both criticisms offer insight in our responsibility as researchers and teachers in the current state of the world. They can help us redefine our connection with managerial practices and define the path we can follow to contribute to a brighter future.

To contribute to this overarching debate, we have invited two members of the board of M@n@gement to stretch boundaries and set the agenda for upcoming research and teaching directions. William H. Starbuck (University of Oregon) and Stewart R. Clegg (University of Technology, Sydney) will disclose their thoughts on the misconceptions we have been entrapped in and on the challenges we have to face to reinvent management.

This dialogue inaugurates the new 'Unplugged' series of M@n@gement, in which we grant a wild card to world-class scholars to share their own perspective on novel ways to conceive of management today.

**An Afterthought ...
Viewing of the Film 'Heroes and History: Lessons for Leadership from Tolstoy's War and Peace'**

DATE Saturday, July 4 14:00–16:00
LOCATION E1-ESADEFORUM

Conceived, written and narrated by James G. March, Stanford School of Education and Graduate School of Business. Directed and produced by Steven Schecter

The film examines Leo Tolstoy's great novel War and Peace as a source of ideas relevant to modern leaders. It is a sequel to 'Passion and discipline: the lessons for leadership from Don Quixote', also written and narrated by James G. March and directed by Steven Schecter. Filmed in Russia, Italy, Denmark, and the United States, it uses the portrayal of leaders in War and Peace as a basis for raising questions about standard heroic stories of leadership. The film explores ways in which the ambiguities and complexities of history make standard narratives emphasizing the visionary role of leadership in history more mythic than real. History is not produced by the dramatic actions and postures of leaders, but by complex combinations of large numbers of small actions by unimportant people. War and Peace suggests that leadership may be better served by passivity and opportunism than by the pursuit of bold goals.

List of sub-themes and their location

In the following program you will find the **Location code** for each Session (for example, E1-1-25). This code identifies first the building, second the floor and finally the room. So E1-1-25 is in Building 1, 1st Floor, Room 25. Floor EF in Building 1 is the auditorium ESADEFORUM

SUB-THEME	TITLE	SESSIONS	ROOM	PAGE
1	Multiple and contradictory logics in business: systems: analyzing complexity and variety across sectors, spaces and institutions		E3-1-1015	
2	Managing networks	All	E1-EF-Amfiteatre	
3	Professional service organizations and knowledge-intensive work	All	E2-3-301	
4	Fostering organizational and societal novelty through action research	All	E1-2-25	
5	Individuality in strategizing activity and practice: formulators, implementers, innovators	I, II, IV, V, VII III, VI	MAIN: E1-EF-Platea2 BREAK-OUT: E3-B-B005 E3-B-B006 E3-B-B008 E3-B-B010 E3-B-B012	
6	Love and hate: forms of attachment to the objects of work	All	E3-A-A019	
7	Organizing the public sector: governance and public management reform	All V	MAIN: E1-2-24 BREAK-OUT: E1-2-27	
8	Institutions and knowledge: the role of materiality	All IV, V	MAIN: E3-1-1016 BREAK-OUT: E3-B-B014 E3-B-B016	
9	Lessons from the life sciences: examining pharmaceuticals, biotechnology and beyond	All	E3-0-0014	
10	Energizing energy markets: institutions, devices and experiments	All	E2-2-204	
11	From market to industry categories: the institutionalization of competitive arenas	All	E1-2-20	
12	Flashpoints, crossroads, and fateful choices: towards an event-based view of strategizing	All	E3-B-B021	

List of sub-themes and their location

SUB-THEME	TITLE	SESSIONS	ROOM	PAGE
13	The social dynamics of standardization	I, II, III, VI, VII IV, V	MAIN: E1-EF-Platea1 BREAK-OUT: E3-B-B005 E3-B-B006 E3-B-B008 E3-B-B010 E3-B-B012	
14	Capabilities for serializing uniqueness: unpacking the exploration routine	All	E3-0-0012	
15	Making brands come alive: how organizations, stakeholders and customers mobilize their identity	All	E3-A-A018	
16	Societal accountability: understanding and negotiating the identity of individuals, societies and institutions	All	E2-2-210	
17	Exploring innovative approaches for governing climate change	All	E2-2-209	
18	Escaping the iron cage of bureaucratic control or bringing the bureaucracy back in: new and old forms of autonomy and coordination in the public sector	All	E1-1-01	
19	Power, resistance and hegemony in the contexts of organizational and institutional change	All	E1-1-14	
20	The business firm as a political actor: a new theory of the firm for a globalized world	All	E1-1-15	
21	Institutionally-embedded practice-based learning in multinationals	All	E2-2-207	
22	The strategic management of organizational knowledge: creation versus control	All	E2-2-202	
23	Knowledge integration and innovation	All	E2-1-102	
24	Theorizing practice in communities of practice	All	E2-1-101	
25	Energizing entrepreneurship: the role of industry knowledge structures in creating, assessing, and embedding new business ventures	All	E3-B-B020	
26	Social capital and entrepreneurial ventures	All	E3-B-B017	
28	Understanding novelty as everyday experience: pragmatist perspectives	All	E3-B-B011	
29	Idea work: creating and becoming in everyday organizational practice	All	E2-2-211	
30	Innovation from the outside: cognition, interaction and distance	All	E2-2-201	
31	The marriage of story and metaphor: power couple or marriage of convenience?	All	E1-1-12	
32	Creating symbolic value through the manipulation of meanings and symbols	All	E3-B-B009	

List of sub-themes and their location

SUB-THEME	TITLE	SESSIONS	ROOM	PAGE
33	Passion and discipline in creative industries	All VI, VII	MAIN: E3-0-0018 BREAK-OUT: E3-B-B014 E3-B-B016 E3-B-B018	
34	Organizational creativity: the overlooked, understudied, and much missed	All	E1/-1/TIC3	
36	Organization operating at the extreme	All	E3-B-B019	
37	So what do you do? The art of practice in the 21st century organization	All	E2-2-212	
38	New ways to work: organizing work and working practices	All	E2-3-317	
39	Breaking the mould: the era of entrepreneurship in the new career	All	E1-2-21	
40	Leveraging cultural dynamics: the roles of international assignments and intercultural competence	All	E3-1-1017	
41	Equality and diversity in organization studies: discovering new notions by revisiting common discourses	All	E2-3-302	
42	Psychoanalysis in search of meaning: love, hate and desire for knowledge in organizations	All	E3-B-B007	
43	Historical perspectives in organization studies	All	E1-2-23	
44	New sites/sights in organization: changing orientations in organization studies	All	E2-1-119	
45	Open Sub-theme: Energizing the Study of Organizations and Organizing I	All III	MAIN: E1-1-13 BREAK-OUT: E1-2-27	
46	Open Sub-theme: Energizing the Study of Organizations and Organizing II	All III	MAIN: E1-2-26 BREAK-OUT: E1/-1/TIC2	

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01 Sub-theme

**Multiple and Contradictory Logics in Business Systems:
Analyzing Complexity and Variety Across Sectors, Spaces and
Institutions**

CONVENORS Rachel Parker, School of Management, Queensland University of Technology, Australia. r.parker@qut.edu.au
Richard Whitley, Manchester Business School, University of Manchester, UK. r.whitley@mbs.ac.uk
Ruth Aguilera, University of Illinois at Champaign-Urbana, USA
ruth-agu@uiuc.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
E3-1-1015
Institutional Contradictions And Innovations in Market Economies
CHAIR Ruth Aguilera

Richard Hall and Nick Wailes
Understanding national industrial relations systems as institutionally incomplete

Bas Koene, Hugo van Driel, Ola Bergström and Lars Walter
Institutional tensions as conditions for institutional experimentation and innovation – comparing the Netherlands and Sweden

Michael Faust
The shareholder value concept of the corporation and co-determination in Germany: Unresolved contradictions or reconciliation of institutional logics

DISCUSSANT Ruth Aguilera

SESSION II LOCATION Thursday, July 2 11:00–12:30
E3-1-1015
Changing and Conflicting Institutional and Sectoral Logics
CHAIR Peer Hull Kristensen

Eva Passarge and Raimund Hasse
Risk capital markets for biotechnology in Switzerland – a case of the incorporation and moulding of new institutional logics

Cornelia Storz
The Silicon Valley model for new industries? The emergence of the Japanese software and biotechnology industry

Christina Teipen
The video games industry in Poland, Sweden, and Germany between national business systems and transnational value chains

DISCUSSANT Peer Hull Kristensen

Sub-theme 01

**Multiple and contradictory logics in business systems: analyzing complexity and variety
across sectors, spaces and institutions**

SESSION III LOCATION Thursday, July 2 14:00–15:30
E3-1-1015
Institutional Contradictions and Innovations in Market Economies
CHAIR Glenn Morgan

Ignasi Marti, Johanna Mair and Marc J. Ventresca
Institutional voids and the building of markets: Lessons from rural Bangladesh

Barbara Krug and Hans Hendrischke
Market design in China

Ruth Aguilera, Igor Filatotchev and R. Greg Bell
Corporate governance and foreign IPO performance: A configurational perspective

DISCUSSANT Glenn Morgan

SESSION IV LOCATION Friday, July 3 09:00–10:30
E3-1-1015

Changing and Conflicting Institutional and Sectoral Logics
CHAIR Eva Passarge

Richard Whitley
Changing competition models: The effects of internationalisation, technological change and academic expansion on dominant economic logics

Glenn Morgan and Izumi Kubo
Changes in the Japanese financial sector 2002-2008: Company analysts, hedge funds and the new financial order

Maja Lotz and Peer Hull Kristensen
Taking teams seriously in the co-creation of economic agency: Towards an organizational sociology of teams

DISCUSSANT Eva Passarge

01 Sub-theme

Multiple and contradictory logics in business systems: analyzing complexity and variety across sectors, spaces and institutions

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-1-1015

Contradictory Formal and Informal Logics: Institutional Change and Enterprise Behaviour

CHAIR Richard Whitley

Marianne Afanassieva
Managing institutional contradictions: Formal institutions in post-Soviet Russia vs. institutional legacy of the Soviet system

Elin Lerum Boasson
Industry change: Enhanced and constrained by multi-levelled institutional change

Laszlo Czaban
Unchanging firm behaviours when they are expected to change radically: The case of Hungary

DISCUSSANT Richard Whitley

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E3-1-1015

Contradictory Formal and Informal Logics: Institutional Change and Enterprise Behaviour

CHAIR Marc Ventresca

Eli Moen and Silja Korhonen-Sande
A new business system in the making? Path breaking trends in the Norwegian business system

Michal Frenkel, Aki-Mauri Huhtinen, Risto Tainio and Janne Tienari
Security threat and the structuration of national business systems: Finland and Israel compared

Ali Danisman and Bahattin Karademir
Institutional logics and rhetorics in a state-dependent business system: A study of TÜSIAD as a key economic actor in Turkey, 1971-2008

DISCUSSANT Marc Ventresca

Sub-theme 01

Multiple and contradictory logics in business systems: analyzing complexity and variety across sectors, spaces and institutions

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E3-1-1015

Conflicting Interests and Logics of Action at Different Levels

CHAIR Marianne Afanassieva

Luis Ortiz and Tony Royle
Diversity and 'dominance effects' in national business systems: Local competitors and multinational subsidiaries in the Spanish supermarket sector

Stephen Cox, Rachel Parker and Paul Thompson
Knowledge sharing and collaboration in the shadow of market competition: An analysis of multiple forms of economic coordination in the creative industries

Manuel Ahedo
The institutional shape of regional SME-based sectors in Spain

DISCUSSANT Marianne Afanassieva

Managing Networks

CONVENORS Patrick N. Kenis, Tilburg University, The Netherlands
p.kenis@tiasnimbas.edu
David Knoke, University of Minnesota, USA. knoke@atlas.socsci.umn.edu
Amalya L. Oliver, Hebrew University, Israel. amalyao@cc.huji.ac.il

SESSION I LOCATION Thursday, July 2 09:00–10:30
E1-EF-Amfiteatre
Propensity to Cooperate
CHAIR Amalya Oliver

Terry L. Amburgey, Barak S. Aharonson and Daniel Tzabbarand
Heterophily in inter-organizational network ties

Daniele Mascia, Francesca Pallotti and Alessandro Lomi
Networks, niches and the propensity of organizations to collaborate

Daniel Uiterwijk and J. Ivar Kappert
Competing logics in international development and production networks

SESSION II LOCATION Thursday, July 2 11:00–12:30
E1-EF-Amfiteatre
Propensity to Cooperate
CHAIR Joaquín Herranz

Peter Peverelli and Lynda Jiwen Song
Networks of inclusions: A Chinese entrepreneur building social capital

Denise van Raaij, Ulrik Brandes, Jürgen Lerner and Patrick Kenis
Will they stay or will they go? How the informal governance of WebICs predicts WebIC members dropout rates

Alexander Fliaster and Florian Schloderer
Altruistic behaviour in employee networks

Stan Xiao Li and Andrew V. Shipilov
Transferability of alliance ties between networks

SESSION III LOCATION Thursday, July 2 14:00–15:30
E1-EF-Amfiteatre
Structure and Development
CHAIR Jörg Sydow

Olga Bruyaka
Alliance portfolio diversity: A new perspective on the concept and its measures

Yi-Ju Lo and Ming-Je Tang
Status difference, power difference, and inter-organizational collaboration

Daniele Mascia and Fausto Di Vincenzo
Measuring the dynamic of hospital competition: Empirical evidences from an Italian region

Andreas Al-Laham and Terry L. Amburgey
Strata mobility in inter-organizational networks

SESSION IV LOCATION Friday, July 3 09:00–10:30
E1-EF-Amfiteatre
Performance
CHAIR Terry L. Amburgey

Joaquin Herranz Jr
Logic models for network performance management

Alexander C. Smit, Maryse M.H. Chappin and Marius T.H. Meeus
The impact of managed and emergent network features on whole network outcomes

Sébastien Brion, Vincent Chauvet, Barthélemy Chollet, Mickaël Geraudel and Caroline Mothe
Team members' network and the performance of new product development: The strength of strong ties

Stefano Denicolai and Antonella Zucchella
Exploring the alliance capability 'black box': A quantitative survey concerning the relation between network practices and firm innovativeness

02 Sub-theme

Managing networks

SESSION V
LOCATION

Friday, July 3 11:00–12:30
E1-EF-Amfiteatre

Network Governance and Management

CHAIR Stan Xiao LI

Rosileia Milagres
Managing networks: The Genolyptus case

Irene Lammers, Ard-Pieter de Man and Mariann Jelinek
Inside the Tertius Gaudens: The case of ASML

Jörg Raab, Roy Neijland, Keith Provan and Miel Vugts
Network governance in the Dutch water sector. Testing propositions from Provan and Kenis 2008

Elena Bou, Angel Saz-Carranza, Francois Collet and Sabrina Moreira
Balancing unity and diversity in the governance of interorganizational innovation networks: Preliminary findings, propositions and empirical work

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E1-EF-Amfiteatre

Network Governance and Management

CHAIR Peter J. Peverelli

Gordon Müller-Seitz, Jörg Sydow, Arnold Windeler and Knut Lange
Strategic leadership in heterarchical networks? A structuration perspective on leadership practices in the semiconductor industry

Dominique Philippe Martin and Patrick Navatte
Identifying managerial risk in collaborative research networks

Stefano Borzillo and Renata Kaminska-Labbé
Staying at the edge of chaos by stimulating organizational innovation through communities of practice

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E1-EF-Amfiteatre

Keynote by Keith Provan and General Discussion and Conclusions

CHAIR Patrick Kenis

In this final session the keynote speech will be delivered by Keith Provan followed by a general discussion

Sub-theme 02

Managing networks

Professional Service Organizations and Knowledge-Intensive Work

CONVENORS Celeste P.M. Wilderom, University of Twente, The Netherlands
c.p.m.wilderom@utwente.nl
Huseyin Leblebici, University of Illinois, Champaign-Urbana, USA
hleblebi@illinois.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
E2-3-301

Understanding the Interrelationships Among the Professions, PSFs, and the Professionals
CHAIR Celeste P.M. Wilderom

Daniel Muzio and Ian Kirkpatrick
Reconnecting professional occupations and professional organisations

Michael Mohe, Stephanie Birkner, Jost Sieweke
Unrelated research isles or a discipline with many faces? An analysis of the state of the art in consulting research

Sébastien Gand Jean-Claude Sardas, Annika Schilling and Andreas Werr
Professional identities at stake. On the formation of professional selves in changing PSFs

SESSION II LOCATION Thursday, July 2 11:00–12:30
E2-3-301

Language of Management and Control in Professional Service Firms
CHAIR Huseyin Leblebici

Elin Anita Nilsen and Per-Harald Rødvei
Steering and knowledge work: A comprehensible paradox

Laura Empson
Who do they think they are? On being a 'non-professional' in a professional service firm

Johan Alvehus and André Spicer
Financialization as a strategy of workplace control in professional services firms

Professional service organizations and knowledge-intensive work

SESSION III LOCATION Thursday, July 2 14:00–15:30
E2-3-301

Organizational Capabilities and the Innovation Process in Knowledge-Intensive Firms
CHAIR Celeste P.M. Wilderom

Stefan Heusinkveld, Jos Benders, Robert-Jan van den Berg and Claudia Groß
From market sensing to new practice development in PSFs: The role of information processing and organizational capabilities

Benjamin Hughes
Knowledge markets in consulting: A practice based research agenda for the industry's critical innovation process

Bjørn Haugstad, Reidar Gjersvik and Arne L. Bygdås
Idea work and types of activity systems in professional service firms

Markus Ejenäs, Philip Runsten and Andreas Werr
Heedful interrelating in professional service firm teams

SESSION IV LOCATION Friday, July 3 09:00–10:30
E2-3-301

Management and Governance of Knowledge Production Process
Chair Huseyin Leblebici

Elina Jaakkola
A general framework for professional service production

Markus Reihlen and Natalia Nikolova
A self-organizing theory of professional service production: The case of management consulting

Stefan Guldenberg, Antoinette Weibel and Ingo Bildstein
A contingency view on knowledge governance in knowledge-intensive work environments

Mehdi Boussebaa
Organizing across national borders: The case of 'global' projects in professional service firms

03 Sub-theme

Professional service organizations and knowledge-intensive work

SESSION V Friday, July 3 11:00–12:30
LOCATION E2-3-301

The Role of Status, Expertise, and Legitimacy in Managing Professionals

CHAIR Celeste P.M. Wilderom

Marja Gastelaars and Ellen van Wijk
Creating spaces for personalized repertoires: Relating to professionalism, organizational involvement and situated action

Paul Buharist, Tuukka Kostamo, Katri Kallio and Heli Talja
Middle management and distributed leadership in expert organizations

Maximiliane Wilkesmann, Alfredo Virgillito and Uwe Wilkesmann
The impact of professional status differences on knowledge transfer in hospitals

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E2-3-301

Evolution of Professional Norms and Value Orientations in Knowledge-Intensive Work

CHAIR Huseyin Leblebici

Joe O'Mahoney
The individualisation of ethics in the UK consulting industry

Alice Lam
'Puzzle', 'Ribbon', or 'Gold'? Knowledge commercialisation and changing work orientations of academic professionals

Leena Wikmalm, Susanne Ollila, Alexander Styhre and Jonas Roth
Caught in the strange loop: Peer-to-peer positioning in a consulting firm

Frida Perner
Constructing failure and success: An empirical study of how management consulting projects are perceived in client organizations

Sub-theme 03

Professional service organizations and knowledge-intensive work

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E2-3-301

Managing Conflict and Commitment in Knowledge Intensive Organizations

CHAIR Celeste P.M. Wilderom

Cristina Canoro
Heterogeneous research groups: Managing diversity and conflict to improve performance

Juani Swart and Nick Kinnie
Managing multiple forms of commitment in professional service firms

Harmony Glinne
Consultants in temporary work agencies as professionals in tension – a preliminary approach

Alberto Francesconi, Gabriele Cioccarelli and Claudia Dossena
IT and organizational changes within professional organizations

Fostering Organizational and Societal Novelty Through Action Research

CONVENORS: Marc Bonnet, University of Lyon 3, France. bonnet@iseor.com
Olav Eikeland, University College of Akerhus, Norway. oleik@online.no
Thierry Nobre, University of Strasbourg, France. thierry.nobre@iecs.edu

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E1-2-25

Group Discussion
CHAIR Olav Eikeland

David Coghlan and Paul Coughlan
Exploring learning and advancing knowledge in inter-organisational settings: Opportunities for collaborative research

Henri Savall and Véronique Zardet
Enhancing innovation through cognitive interactivity in action research

Olav Eikeland
Symbiotic learning systems

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E1-2-25

Group Discussion
CHAIR Marc Bonnet

Therese Yaeger, Peter Sorensen, Ghazala Ovaice, Susan Sweem, Dalisto Sulamoyo and Jan Kirby
The Phoenix Phenomenon: The role of action research in rebuilding organizations

Virginie Xhaufclair and François Pichault
Action-research within inter-organisational partnerships: Can the institutional entrepreneurs theorise their own efforts at institutionalisation?

Øyvind Pålshaugen
Research in action: The development of cluster specific innovation strategies in the Oslo region

Fostering organizational and societal novelty through action research

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
E1-2-25

Group Discussion
CHAIR David Coghlan

Ayla Altinkurt, Oguz N. Babüroglu and Tunç T. Evcimen
The spell of novelty in action research: The case of Kocaeli – an industrial region of Turkey

Marcos Bidart Carneiro de Novaes, Janette Brunstein and Antonio Carlos Gil
Sociodrama as a learning process in organizations: A support tool for creativity and change in action research

Torbjørn Korsvold, Lisbeth Hansson and Anders Lauvsnes
Approaching and creating new working practices through action research – a case study from implementation of Integrated Operations (IO) in a Norwegian oil and gas company

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
E1-2-25

Group Discussion
CHAIR Thierry Nobre

Nicole Barthe, Marc Bonnet, François Ecoto and Michel Péron
From intervention-research projects to societal creativity and innovation

Stephanie Kaudela-Baum, Pierre-Yves Kocher and Patricia Wolf
Enhancing organizational innovation capability through systemic action research: A case of a Swiss SME in the food industry

Danielle P. Zandee and André F.M. Wierdsma
Co-creating pathways for novelty through a collective learning process

**SESSION V
LOCATION** Friday, July 3 11:00–12:30
E1-2-25

Group Discussion
CHAIR Olav Eikeland

Francoise Goter
From the responsibility of public service organisations to the personal responsibility of public service employees: The need to improve evaluation and sanction/reward practices

Derek O'Byrne, Duncan Angwin, Breda Kavanagh and Mary Burke
An action research study of boundary change in a hospital merger

Denise O'Leary
An examination of the research-practice gap in nursing and a proposed means of bridging it

04 Sub-theme

Fostering organizational and societal novelty through action research

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E1-2-25

Group Discussion

CHAIR Michel Péron

Geralyn Hynes

The challenge of attending to different voices in co-operative inquiry in healthcare

Johan E. Ravn and Lisbeth Oyum

Collaborability: Developing organizational competitiveness through proficiency in communication and cooperation across organizational boundaries

Monica Rolfsen, Morten Halting and Jonas Ingvaldsen

Improving team work model through action research

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E1-2-25

Group Discussion

CHAIR Marc Bonnet

Nina Amble and Elisabeth Gjerberg

Train the trainer – a key to success with reflection groups? How we developed the facilitators' role and practice

Thierry Nobre and Caroline Merdunger-Rumpler

Innovating through hypertext reading of organizations by action research: The case of hospital change

Sub-theme 04

Fostering organizational and societal novelty through action research

Individuality in Strategizing Activity and Practice: Formulators, Implementers, Innovators

CONVENORS Saku Mantere, Swedish School of Economics and Business Administration (Hanken), Finland. saku.mantere@hanken.fi
Julia Balogun, Cass Business School, City University, UK
j.balogun@lancaster.ac.uk
Paula Jarzabkowski, Aston Business School, UK
p.a.jarzabkowski@aston.ac.uk

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E1-EF-Platea 2
The Planners

Pascale Daigle and Linda Rouleau
The constitution of strategic plans in artistic organizations:
A conventionalist analysis

Richard Whittington, Ludovic Caillaet and Basak Yakis-Douglas
Strategists as analysts: Four stubborn decades of strategic planning
This paper session begins with an introduction by the convenors

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E1-EF-Platea 2
Emotion and Strategy (paper session)

Jane K. Matthiesen and Paula Jarzabkowski
The role of conflict in strategy tasks

Jason Azuma and Karen Golden-Biddle
Emotional expression in the practice of strategy

Feng Liu and Sally Maitlis
Emotion and strategizing: Exploring emotional dynamics and strategizing in
a top management team

Individuality in strategizing activity and practice: formulators, implementers, innovators

SESSION III Thursday, July 2 14:00–15:30
Round Table

LOCATION E3-B-B005
Round Table A: Strategy and the Society

Pamela Sloan and David Oliver
Stakeholders are people, too: Building effective stakeholder engagement practices

Matthias Kipping and Ludovic Caillaet
Strategy in practice: Considering the outside (and the outcome) in research on strategy processes

Henrika Franck-Möller
Strategy shaped by ethical intention in management narratives –
a Ricoeurian perspective for exploring ethical intention in strategy talk

Cécile Belmondo, Frédérique Dejean and Philippe Rozin
How individual networking practices influence organisational strategies:
The case of the French auction market evolution from 2000 to 2008

LOCATION E3-B-B006
Round Table B: Strategic Leaders and Followers

Nicolas Arnaud
The communicational making of a relation-specific skill: Contributions
based on the analysis of a conversation to strategy-as-practice and
resource-based view perspectives

Geneviève Musca, Marie Perez, Linda Rouleau and Yvonne Giordano
A practice view of strategic leadership in a highly risky and ambiguous
environment: The Darwin expedition in Patagonia

Simon Grand and Johannes Rüegg-Stürm
Gaining and changing strategic agency. An essay in a strategy as practice
perspective

Michal Lemanski and Shalini Rogbeer
Passion for creativity and innovation at the corporate periphery

05 Sub-theme

Sub-theme 05

Individuality in strategizing activity and practice: formulators, implementers, innovators

Individuality in strategizing activity and practice: formulators, implementers, innovators

LOCATION E3-B-B008
Round Table C: Creativity and Innovation

Rita Järventie-Thesleff and Johanna Moisander
 Corporate branding as a chain of organizational sensemaking and sensegiving activities: A practice perspective

Philippe Mouricou
 All by myself? French radio programmers' praxis of competitive imitation

Patrick Regnér and Claes Bohman
 Strategy innovation: Organizational vs. extra organizational practioners, practices and praxis

Torsten Schmid
 Organization design and architectural innovation: Exploring the nuances of structural ambidexterity

SESSION IV Friday, July 3 09:00–10:30
LOCATION E1-EF-Platea 2
Strategic Change, Execution and Coordination (paper session)

Julia Balogun and Jean Bartunek
 When the bus conductors refuse to drive or even ride: Personal loss and strategic change

Cécile Godé-Sanchez
 Coordination in volatile environments: How do fighter pilots 'strategizing' through their coordination practices?

Tomi Laamanen and Samuli Skurnik
 Strategists sensemaking of strategy execution: A multi-layered view of strategy execution challenges

LOCATION E3-B-B010
Round Table D: Discourse

Maurizio Floris and David Grant
 The narrow margins of the CEO: Discursive practices and strategizing with external actors

Eero Vaara, Claus Jacobs and Saku Mantere
 Why do some strategic ideas take on and others not? An integrative discursive framework

Isabelle Corbett and Eléonore Mounoud
 Individuality in strategizing activity and practice: Formulators, implementers, innovators.

SESSION V Friday, July 3 11:00–12:30
LOCATION E1-EF-Platea 2
Round Table (paper session)

Phyl Johnson and Annie Pye
 The practice of non-executive directing: Their work in their words

Duncan Angwin and Sotirios Paroutis
 Understanding the role of senior strategy directors: Connecting strategy in large firms

Peet Venter and Alex Wright
 'I think therefore I strategize': One South African middle manager's journey towards becoming a strategist

LOCATION E3-B-B012
Round Table E: Power and Politics

Andrea Whittle and Frank Mueller
 Strategy, enrolment and accounting: The politics of strategic ideas

Ole Hope
 The politics of middle management sensemaking and sensegiving

Nina Katrin Hansen and Willi Küpper
 Power strategies and power sources of management: The micropolitics of strategizing

Martijn van der Steen, Mark van Twist and Rik Peeters
 Political strategists? Making sense of the work of political assistants in Dutch government

05 Sub-theme

Sub-theme 05

Individuality in strategizing activity and practice: formulators, implementers, innovators

Individuality in strategizing activity and practice: formulators, implementers, innovators

SESSION VI Saturday, July 4 09:00–10:30
Round Table

LOCATION E3-B-B010
Round Table D: Knowledge and Knowledge-Intensive Organizations

LOCATION E3-B-B005
Round Table A: Narrative and Identity

Nicoline Frølich and Bjørn Stensaker
Preparing for strategy. The micro-sociology of strategy formulation in universities

Anne Reff Pedersen and Eero Vaara
Strategy, time and space: A Bakhtinian perspective on the construction of strategy narratives

Esther Tippmann, Pamela Sharkey-Scott and Vincent Mangematin
Don't store it, search for it: How organizations can encourage middle managers to search for distributed knowledge

Robert Chia and Robin Holt
The three senses of 'self' in strategy research

Linh Chi Vo and Eléonore Mounoud
The experience of being a knowledge manager in a multinational: A pragmatic perspective

Mikko Vesa
Strategizing to rock your pixels. On the iterative narration of strategy, superheroes and the entourage

Marie-José Avenier
Drawing upon practitioners' experience to construct academic knowledge about strategizing: An integrative methodological framework

Stéphanie Dameron-Fonquernie and Christophe Torset
Strategists by themselves: Top managers, experts and middle managers

LOCATION E3-B-B012
Round Table E: Planning and Systems

LOCATION E3-B-B006
Round Table B: Theoretical Openings

Ignacio Canales and William Wooldridge
Sources of selection in strategy making

Marlei Pozzebon
Envisaging a technology-as-practice community: Revisiting practice-oriented views in IS research

Debbie Harrison
From bold to reinforcement: The micro practices of strategy development shaped in a project setting

Pikka-Maaria Laine and Johanna Moisander
Strategy as the inherent logic of employee work practices – rethinking strategic agency in SAP research

Victor Meyer Jr. and Lucilaine Pascucci
implementing strategies in complex systems: lessons from Brazilian hospitals

Laure Cabantous and Jean-Pascal Gond
Exploring the dynamics of performative praxis: A study of decision analysis institutionalization

Carola Wolf
The boon and bane of routinized strategic planning processes – a middle management perspective

Tomasz Szczerski
Strategy praxis as gaming. On the social dynamics of collective strategizing

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E1-EF-Platea 2
Panel Discussion

LOCATION E3-B-B008
Round Table C: Strategy Discussions and Strategy Making

This session contains the closing of the year's SWG

Mikael Lundgren and Martin Blom
The practice of strategy consultants

Kirsi Lainema
From reporting to reflection – an analysis of the development of meeting discussion practices top management meetings

Christina Hoon
Metaphors as sensemaking practices in strategy making

Suela Haxhiraj
Shaping strategy: An explorative study of strategy consulting practices

Love and Hate: Forms of Attachment to the Objects of Work

CONVENORS Paolo Landri, National Research Council of Italy and University of Naples, Italy. p.landri@irpps.cnr.it
 Bente Elkjaer, School of Education, Aarhus University, Denmark
 elkjaer@dpu.dk
 Silvia Gherardi, Università di Trento, Italy. silvia.gherardi@soc.unitn.it

SESSION I LOCATION Thursday, July 2 09:00–10:30
 E3-A-A019

Ann L. Cunliffe and Christine Coupland
 A passion for scholarship

Erik Axel, Poul Bitsch Olsen and Lars Fuglsang
 Workshop: Motivation at work, the complexity of attachment to the objects of activity

SESSION II LOCATION Thursday, July 2 11:00–12:30
 E3-A-A019

Kate Kenny
 Passionate attachments at work

Emma Jeanes
 Passion and the gift of excess

Katie Sullivan
 (Dis)Passionate desire: Crafting 'professional' massage therapy

SESSION III LOCATION Thursday, July 2 14:00–15:30
 E3-A-A019

Monica Lindgren and Johann Packendorff
 Love, hate and projects: On passion, obsession and depression in project-based work

Kjersti Bjorkeng
 Business and pleasure – on integrating diversities in organizational practices

Ann-Charlotte Stenberg, Christine Räisänen, Sven Gunnarson and Max Rapp Ricciardi
 Passion as a substitute for formal education in knowing and learning processes

Love and hate: forms of attachment to the objects of work

SESSION IV LOCATION Friday, July 3 09:00–10:30
 E3-A-A019

Matthew J. Brannan
 'You're not going anywhere'. Employee retention, symbolic violence and the structuring of subordination in a UK-based call centre

Maria Secci
 Social identity and identification: Obsession and consequences

Natasha Slutskaia and Stephanie Schreven
 Falling forward: Passion, failure and self-identity

SESSION V LOCATION Friday, July 3 11:00–12:30
 E3-A-A019

Mario Marcolin
 The introduction of informatics in a public social assistance service practice. How does it deal with emotions?

Katarzyna Kosmala and James Richards
 Interpassive self at work: Transgressing decentrement and following desires in the virtual realm

Christian Gebhardt, Stephan Kaiser and Gordon Müller-Seitz
 Opening the black box 'Internet' – a refinement of sociological systems theory by analyzing how Wikipedia unfolds its inherent paradoxes

SESSION VI LOCATION Saturday, July 4 09:00–10:30
 E3-A-A019

Marja Eriksson
 Tensions in 'good' leadership and leadership by fear in the Finnish expert organizations

Manfred Fuchs
 Pleasure and joy or 'commercialization of the self': Analyzing the discourse of emotions at work!

Hanna Timonen
 The ambivalence of attachment: The role of emotion-regulating processes in professional practice

06 Sub-theme

Love and hate: forms of attachment to the objects of work

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E3-A-A019

Abigail Marks and Zoe Morrison
Military attachment and identity: The passion of knowing

Diane Skinner
Attachment to organic farming principles: Surviving the pain

Piers Myers
Situated emotion and organizational change

Sub-theme 06

Love and hate: forms of attachment to the objects of work

Organizing the Public Sector: Governance and Public Management Reform

CONVENORS Christine Teelken, VU University Amsterdam, The Netherlands
jc.teelken@fsw.vu.nl
Nicolette van Gestel, Radboud University Nijmegen, The Netherlands
n.vangestel@fm.ru.nl
Ewan Ferlie, Royal Holloway University of London, UK
ewan.ferlie@kcl.ac.uk

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E1-2-24
Governance and Diversity
CHAIR Christine Teelken

Louise Fitzgerald, Gerry McGivern, Ewan Ferlie and Sue Dopson
Organizational networks - can they deliver improvements in health care?

Alex Turrini, Ewan Ferlie and Louise Fitzgerald
Turning compassion to results in public management networks:
The complexities of performance assessment

Esther Klaster
Behavioural dynamics in public-policy implementation networks in the
Netherlands

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E1-2-24
Entrepreneurship
CHAIR Mike Dent

Belinda Luke, Kate Kearins and Martie-Louise Verreyne
Beyond new public management: The rise of new public entrepreneurship

Paolo Canonico and Malin Tillmar
Customer-choice organization of elderly-care: Comparing local level
processes in Sweden and Italy

Maya Fiolet
Creative with care. Strategic entrepreneurship in the non-profit sector

Riccardo Fini, Rosa Grimaldi, Gian Luca Marzocchi and Maurizio Sobrero
Who is my boss? Career paths, organizational affiliation and the
enactment of entrepreneurial intentions

One of these four papers will be moved to the first session

Organizing the public sector: governance and public management reform

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
E1-2-24

Private Features in the Public Sector
CHAIR Nicolette van Gestel

Justin Waring and Simon Bishop
Knowledge sharing and learning in public-private partnerships: Evidence
from UK independent sector treatment centres

Christopher Fenton and Ann Langley
Getting the story straight: Engaging with local government modernization
from a private sector perspective

Martine Buser and Christian Koch
A long and winding road. Public private partnerships in Denmark as
hesitant innovation

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
E1-2-24

Health Care Sector
CHAIR Louise Fitzgerald

Chris Lonsdale, Ian Kirkpatrick, Kim Hoque and Alex DeRuyter
Supplier behaviour and public contracting in the English agency nursing
market

Mike Dent
Patient choice and the medical profession: Choosing and trust in the NHS

Ingo Bode and Nathalie Halgand
The metamorphosis of an organizational field? The implications of public
sector managerialism in the hospital sector, France and Germany
compared

07 Sub-theme

Organizing the public sector: governance and public management reform

SESSION V(a) Friday, July 3 11:00–12:30
LOCATION E1-2-24

Professions and Professionals

CHAIR Christine Teelken

Rose Wong and Marcus Ho
Managing public sector scientific professionals for innovation

Peter Kragh Jespersen and Heidi Houlberg Salomonsen
Changing professional autonomy in contexts of institutional change

Mirko Nordegraaf, Martijn van der Meulen and Bas de Wit
Reinventing management. The professionalization of managerial work in public and non-profit domains

SESSION V(b) Friday, July 3 11:00–12:30
LOCATION E1-2-27

Public Management Reform

CHAIR Ewan Ferlie

Marta Trotta
Reform in progress. Organizing and work practices in an Italian public administration

Mairi Watson and Aoife McDermott
Creatively constructing context in response to public management reform

Maurizio Decastri, Luca Gnan, Alessandro Hinna and Danila Scarozza
Governing public organizations innovations: Interactions and dynamic power influences

Tony Bovaird
Strategic commissioning: Innovative coordination mechanism or new straitjacket?

Sub-theme 07

Organizing the public sector: governance and public management reform

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E1-2-24

Conflicts and Conflicting Logics

CHAIR Mike Dent

Rebecca Bednarek
Managing multiple and contradictory logics: A pluralistic legitimacy framework

Ebony Bridwell-Mitchell
Making sense of conflicting institutional logics: An exploratory study of the micro social and cognitive dynamics of institutional processes

Haldor Byrkjeflot and Paul de Gay
Back to bureaucracy in public management?

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E1-2-24

Networks in the Public Sector

CHAIR Nicolette van Gestel

Ellen Kuhlmann and Ellen Annandale
Governance, organisations and public responsibility: Comparing gender mainstreaming policies in healthcare in England and Germany

Christine Teelken and Rosemary Deem
University governance and diversity: How can we strike the right balance?

Rosemary Deem
Creativity, change, public service leadership and leadership development: The case of universities in England

Institutions and Knowledge: The Role of Materiality

Convenors Michael Lounsbury, University of Alberta Business School and National Institute for Nanotechnology, Canada. ml37@ualberta.ca
 Renate Meyer, Vienna University of Economics and Business Administration, Institute for Public Management, Austria
 renete.meyer@wu-wien.ac.at
 Marc Schneiberg, Reed College, USA. schneibm@reed.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
 E3-1-1016

Opening Salvos: Institutions and Materiality
 CHAIR Michael Lounsbury

Michael Lounsbury and Renate Meyer
 Welcome and introduction

Trevor Pinch
 Goffman's hidden theory of materiality

Susan V. Scott and Wanda J. Orlikowski
 'Getting the truth': Exploring the material grounds of institutional dynamics in social media

SESSION II LOCATION Thursday, July 2 11:00–12:30
 E3-1-1016

Institutional Dynamics: Change and Fluidity
 CHAIR Renate Meyer

Patrick A.M. Vermeulen
 Bricks, buildings and bullies: Material struggles in concrete recycling

Karin Ben Slimane, Bernard Forgues and Steve Maguire
 Institutional maintenance, defense and counter-entrepreneurship by incumbents in technological fields: The interplay of materiality and discourse

Raghu Garud, Barbara Gray and Philipp Türtscher
 An inquiry into an epistemic incident around authorship norms: Atlas collaboration at Cern

Institutions and knowledge: the role of materiality

SESSION III LOCATION Thursday, July 2 14:00–15:30
 E3-1-1016

Micro-Processes

CHAIR Michael Lounsbury

Silvia Dorado
 A 'peopled' view of why actors engage in institutional work. The case of the emergence of commercial microfinance in Bolivia

Bryant Hudson, Gerardo Okhuysen and Dara Szyliowicz
 Pay no attention to the organization behind the curtain: The enactment and dance of organization images of men's bathhouses

Eva Boxenbaum and Thibault Daudigeos
 Theorization as strategy: How actors shape the institutionalization of new technologies

SESSION IV LOCATION Friday, July 3 09:00–10:30
 E3-1-1016

Parallel Stream A **Knowledge: Carriers and Objects**

CHAIR Renate Meyer

Erica Coslor
 The price biography: Online art pricing services and partial transparency in the market for contemporary art

Luca Verzelloni
 Knowing in an institution: The role of the judicial fascicules in the Italian Courts of Justice

Roberta Bernardi
 The role of institutions and IT artefacts in the restructuring of a health information system in Kenya

SESSION IV LOCATION Friday, July 3 09:00–10:30
 E3-B-B014

Parallel Stream B **Between the Institutional and Material**

CHAIR Nicole Biggart

Enrico Attila Bruni and Giusi Orabona
 Organizational safety: Between institutional and material practices

Giuseppe Delmestri
 Brands as embodiments of institutional logics: An international study of universities

Josephine Stomp
 U.S. Auto: An exploration of the hazards of materiality for legitimacy and field survival

08 Sub-theme

Institutions and knowledge: the role of materiality

SESSION IV Friday, July 3 09:00–10:30
LOCATION E3-B-B016
 Parallel Stream C **Innovation Dynamics**
 CHAIR Michael Lounsbury

Ursula Offenberger and Julia Nentwich
 The institutional reflexivity of gender and technology: Theoretical tensions and empirical challenges

Henri Schlidt, Mikko Valorinta and Juha-Antti Lamberg
 Cascading isomorphism in Finnish retail sector: Technology as a catalyst of institutional change

Robin Gustafsson
 Towards a conceptual framework for analyzing institutional properties of technology at field level

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-1-1016
 Parallel Stream A **The Interplay of Physical Spaces and Social Dynamics**
 CHAIR Michael Lounsbury

Lars Rune Christensen
 Practices of stigmergy: The coordination of building design through the material field of work

Susanne Georg, Tor Hernes and Kjell Tryggestad
 Design ambitions and logics in construction – a performative approach

Karin Bosman and Sytze F. Kingma
 ‘A new way of working’: Material space and cultural change in a virtualising organisation

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B014
 Parallel Stream B **Strategy and Agency**
 CHAIR Royston Greenwood

Juha Laurila and Juha-Antti Lamberg
 In-between institutional templates: The role of deviating strategic actions in industry evolution

Aafke G.M. Raaijmakers, Marius T.H. Meeus and Patrick A.M. Vermeulen
 Children without bruised knees: Actors’ responses to institutional contradictions

Bernard Leca, Jean-Pascal Gond, Frédérique Déjean and Isabelle Huault
 Bringing materiality into institutional analysis: The role of artifacts in the institutional entrepreneurs’ strategies and their interplay with discourse

Sub-theme 08

Institutions and knowledge: the role of materiality

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B016
 Parallel Stream C **Logics and Professionals**
 CHAIR Renate Meyer

Lianne M. Lefsrud and Renate Meyer
 Science or science fiction? Considering the materiality of climate change through professionals logics, framing and agency

Karen Patterson and Marvin Washington
 Manifestations of alternative logics in chiropractic and golf

Meng Zhao and Marc J. Ventresca
 Incorporating configuration research with organizational field studies: Evidence from European venture philanthropy, 1993-2008

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E3-1-1016
Institutionalization Processes
 CHAIR Renate Meyer

Trish Reay, Beth Goodrick, Guiseppe Delmestri, Davide Nicolini, Petra Adolfsson and Kajsa Lindberg
 Institutional logics and material practices: International comparisons of retail pharmacy

Shazad Ansari, Kamal Munir, Paul Tracey and Tina Dacin
 Mobile telephony: materialization of a market

Davide Ravasi, Violina Rindova and Ileana Stigliani
 From history to heritage: Corporate museums and the institutionalization of organizations

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E3-1-1016
Finale
 CHAIR Michael Lounsbury and Renate Meyer

Final discussion: Seeded by Nicole Biggart, Royston Greenwood and Trevor Pinch
 The case of universities in England

Lessons from the Life Sciences: Examining Pharmaceuticals, Biotechnology and Beyond

CONVENORS Fiona Murray, Massachusetts Institute of Technology, Boston, USA
fmurray@mit.edu
Walter W. Powell, Stanford University, California, USA
woodyp@stanford.edu
Lourdes Sosa, London Business School, London, UK. lsosa@london.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
E3-0-0014

Comparative Studies of National Systems
CHAIR Fiona Murray, Lourdes Sosa and Woody Powell

Carolin Häussler and Jeannette Colyvas
Breaking the ivory tower

Lori de Paauw
Search mechanisms in forming founding teams: A comparative study of British and Dutch biotechnology start-ups

Simcha Jong
The age of industrial science and the gentleman scholar: The rise of biotechnology

DISCUSSANT Fiona Murray

SESSION II LOCATION Thursday, July 2 11:00–12:30
E3-0-0014

Governance, Organizational Design and Innovation
CHAIR Fiona Murray, Lourdes Sosa and Woody Powell

Diana Mangalagu, Nils Ferrand, Christopher Wasden and Richard Manning
Accelerating biopharma innovation through market discipline: An agent-based model of the pharmaceutical complex adaptive system

Lars Bengtsson, Anna S. Nilsson and Annicka Rickne
Collaborative structures in early-stage biotech research commercialization

Aaron Chatterji and Kira Fabrizio
How do firms 'use' users? Collaborative innovation in the medical device industry

Lourdes Sosa
High-risk radical innovation and the role of de novo firms in creative destruction

DISCUSSANTS Carolin Häussler and Woody Powell

Lessons from the life sciences: examining pharmaceuticals, biotechnology and beyond

SESSION III LOCATION Thursday, July 2 14:00–15:30
E3-0-0014

Governance and Alternative Models of Organizing in Biotechnology
CHAIR Fiona Murray, Lourdes Sosa and Woody Powell

Raimund Hasse and Eva Passarge
Against a world model for radical innovations? The orchestration of Swiss biotechnology by pharmaceutical companies

Claire Champenois
The 'rationalized entrepreneur' model. Conclusions from the German entrepreneurship dynamic in biotechnology

Michael Hopkins, Rocio Alvarez-Tinoco, Paul Nightingale and Charles Baden-Fuller
Servants in drug discovery and development: A neglected organizational form for biotech firms

DISCUSSANT Aaron Chatterji

SESSION IV LOCATION Friday, July 3 09:00–10:30
E3-0-0014

Microfoundations in Life Sciences R&D
CHAIR Fiona Murray, Lourdes Sosa and Woody Powell

Séverine Louvel
Is it really worth it? PhD students and supervisors' principles for evaluating doctoral studies in the life sciences

Kevyn Yong
Creativity in Interdisciplinary networks

Onal Vural, Linus Dahlander and Gerard George
Collaborative benefits and coordination costs: Learning and capability development in science

DISCUSSANT Jeannette Colyvas

09 Sub-theme

Lessons from the life sciences: examining pharmaceuticals, biotechnology and beyond

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-0-0014

Comparative Studies of Academic vs. Industrial Systems

CHAIR Fiona Murray, Lourdes Sosa and Woody Powell

Carolin Häussler
The determinants of information sharing: An analysis of firm and university scientists in the bio-sciences

Denisa Mindruta
Value creation in university-firm research collaboration: A matching approach

Andrew J. Nelson
How does scientific know-how diffuse across organizations? Longitudinal diffusion mechanisms and the varying roles of personal ties

DISCUSSANT Michael Hopkins

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E3-0-0014

Industrial and Regional Clusters

CHAIR Fiona Murray, Lourdes Sosa and Woody Powell

Zeynep Erden, Georg von Krogh, Cecilia Nytorp and Marcus Hultberg
Strategic groups in the biopharmaceutical industry: Implications for performance

Mark J. Ahn, Michael Meeks, Rebecca Bednarek, Christine Ross and Sophie Dalziel
Towards a high performance bioeconomy: Determining cluster priorities and capabilities in New Zealand

Charles Collet
Clustering dynamics in high technologies: A comparison between biotechnologies, medical imaging, signal processing and nanoelectronics

Woody Powell, Kelley Packalen and Kjersten Whittington
Organizational and institutional genesis

DISCUSSANTS Andrew Nelson and Simcha Jong

Sub-theme 09

Lessons from the life sciences: examining pharmaceuticals, biotechnology and beyond

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E3-0-0014

Formal and Informal Institutional Systems in the Life Sciences

CHAIR Fiona Murray, Lourdes Sosa and Woody Powell

Sung-Joon Park
The supply side of the global health: An analysis of the procurement of ARVs, the organisation of access to treatment, and therapeutic markets in Uganda

Sophie Mützel
The innovative cancer treatment research market: Its emergence and evolution

Johannes Meuer
The collective creation of new social technologies. Institutional entrepreneurship in China's biopharmaceutical sector

DISCUSSANT Lourdes Sosa

Wrap-up

Energizing Energy Markets: Institutions, Devices and Experiments

CONVENORS Peter Karnøe, Copenhagen Business School, Denmark. pka.ioa@cbs.dk
 Petter Holm, Norwegian College of Fishery Science, University of Tromsø, Norway. petterh@nfh.uit.no
 Fabian Muniesa, Centre de Sociologie de l'Innovation, Ecole des Mines de Paris, France. fabian.muniesa@ensmp.fr

SESSION I LOCATION Thursday, July 2 09:00–10:30
 E2-2-204

Institutions, Devices and Experiments
 CHAIR Petter Holm, Peter Karnøe and Fabian Muniesa

Klaus Heine
 Inside the black box: Incentive regulation and incentive channeling on energy markets

Hélène Rainelli-Le Montagner and Isabelle Huault
 Commodifying the climate? The long way to the construction of a weather derivatives market

SESSION II LOCATION Thursday, July 2 11:00–12:30
 E2-2-204

Institutions, Devices and Experiments
 CHAIR Petter Holm, Peter Karnøe and Fabian Muniesa

Phillip Kim and June-Young Kim
 Analogies and knowledge transfer in the U.S. wholesale power market

Tim Newton
 Carbon markets: Creation or product?

SESSION III LOCATION Thursday, July 2 14:00–15:30
 E2-2-204

Institutions, Devices and Experiments
 CHAIR Petter Holm, Peter Karnøe and Fabian Muniesa

Guido Möllering
 Market constitution processes: The case of solar power technology markets

Thomas Reverdy
 Controversy about the 'nuclear rent': Performativity of economics, institutionalisation of alternatives to market

Energizing energy markets: institutions, devices and experiments

SESSION IV LOCATION Friday, July 3 09:00–10:30
 E2-2-204

Institutions, Devices and Experiments
 CHAIR Petter Holm, Peter Karnøe and Fabian Muniesa

Yvette Taminiou and Lianne M. Lefsrud
 Mind the gap: Exploring the accountant-engineer interface in the oil and gas industry

Joel Gehman, Raghu Garud and Peter Karnøe
 Categorical performances: Translations in the nuclear power industry

SESSION V LOCATION Friday, July 3 11:00–12:30
 E2-2-204

Institutions, Devices and Experiments
 CHAIR Petter Holm, Peter Karnøe and Fabian Muniesa

Kathrine Tveiterås
 The present value of an uncertain future

John Finch, Susi Geiger and Emma Leishman
 Making and exchanging green chemistry: The encounters of hydrocarbons, chemistry and ecosystems in markets

SESSION VI LOCATION Saturday, July 4 09:00–10:30
 E2-2-204

Institutions, Devices and Experiments
 CHAIR Petter Holm, Peter Karnøe and Fabian Muniesa

Ariane Debourdeau
 The carbon economy of solar photovoltaic

Jeroen Struben
 To flounder or to flourish: Exploring fragility in alternative fuel vehicle market formation

SESSION VII LOCATION Saturday, July 4 11:00–12:30
 E2-2-204

Institutions, Devices and Experiments
 CHAIR Petter Holm, Peter Karnøe and Fabian Muniesa

Peter Karnøe
 On the performativity of economics etc. in designing markets for wind power electricity

Jan-Peter Voß
 Constructing energy policy instruments: Innovation journeys of emissions trading and network access regulation

From Market to Industry Categories: The Institutionalization of Competitive Arenas

CONVENORS Filippo Carlo Wezel, University of Lugano, Switzerland. wezself@lu.unisi.ch
Joeri Meryn Mol, University of Melbourne, Australia. jmol@unimelb.edu.au
Johannes M. Pennings, Wharton School, University of Pennsylvania, USA
pennings@wharton.upenn.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
E1-2-20

Round Table

CHAIR Filippo Carlo Wezel
PANELISTS Tal Simons and Hans Pennings

SESSION II LOCATION Thursday, July 2 11:00–12:30
E1-2-20

Group Discussion

CHAIR Damon Phillips

Steven Kahl, Young-Kyu Kim and Damon J. Phillips
Patterns of early adoption and the rise of the Jazz Canon (1920-29)

Jeroen Kuilman and Filippo Carlo Wezel
Organizational names, labels and form emergence

Balázs Kovács
The similarity structure of organizational populations

SESSION III LOCATION Thursday, July 2 14:00–15:30
E1-2-20

Group Discussion

CHAIR Hans Pennings

Nina Granqvist, Stine Grodahl and Jennifer L. Woolley
Executives' labeling strategies in emerging domains of activity:
Constructing and using nascent market labels

Alex Bitektine
Institutional strategies and industry emergence

John M. Usher and Thomas J. Cottrell
Niche crowding and the dynamics of competitive heterogeneity

From market to industry categories: the institutionalization of competitive arenas

SESSION IV LOCATION Friday, July 3 09:00–10:30
E1-2-20

Group Discussion

CHAIR Peer C. Fiss

Peer C. Fiss and Mark Thomas Kennedy
Market framing and the creation of online advertising exchanges

Min Liu and Erik R. Larsen
David against Goliath, again! Identity construction and resource partitioning

Charles Kirschbaum and Ana Carolina Andrada
Category structures from Approval and Rejection: The case of Brazilian rap

SESSION V LOCATION Friday, July 3 11:00–12:30
E1-2-20

Group Discussion

CHAIR László Pólos

Mark Fletcher, Glenn C. Carroll, Michael T. Hannan and László Pólos
Middle status conformity and the emergence of organizational forms

Sylvaine Castellano and Olga Ivanova
Status as classification system – application to the French wine sector

Fabiana Visentin and Alessandro Lomi
Whether close or far: Organizational similarity, categorical distinctiveness and performance in the Swiss banking industry 1936-2002

SESSION VI LOCATION Saturday, July 4 09:00–10:30
E1-2-20

Group Discussion

CHAIR Tal Simons

Tünde Leveleki and László Pólos
On the revival of boutique wine making in Hungary

Richard Jong-A-Pin and Iván Orosa Paleo
God is my DJ – classification and popularity of events in the Dutch dance electronic music: One empirical analysis

Dean Pierides and Joeri Mol
Organizational emergence and categories beyond institutions: Institutional logics in post-mortem examination

11 Sub-theme

From market to industry categories: the institutionalization of competitive arenas

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E1-2-20

Group Discussion

CHAIR Glenn Carroll

Pursey P.M.A.R. Heugens and Jochem J. Krozen
Becoming somebody: The emergence of organizational identity in the
Dutch microbrewing landscape

Soorjith Illickal Karthikeyan
Identity by recombination: The case of liberal democrats and audience
attention in British politics, 1945-2005

Sub-theme 11

From market to industry categories: the institutionalization of competitive arenas

Flashpoints, Crossroads, and Fateful Choices: Towards an Event-Based View of Strategizing

CONVENORS Joseph Lampel, Cass Business School, City University London, UK
lampel@city.ac.uk
Jamal Shamsie, Eli Broad School of Management, Michigan State University, USA. shamsie@msu.edu
William Starbuck, Lundquist College of Business, University of Oregon, USA. starbuck@uoregon.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
E3-B-B021

Sharon A. Alvarez, Simon Parker and Jay B. Barney
Opportunities and rents: The relationship among routines, path dependence, and sustained competitive advantage

SESSION II LOCATION Thursday, July 2 11:00–12:30
E3-B-B021

Svetlana Serdukov
Strategizing in the transition economy: Interpreting events and breaking the limits

Sergio Seloti and Mário Aquino Alves
Strategic alliance formation as a sensemaking event

SESSION III LOCATION Thursday, July 2 14:00–15:30
E3-B-B021

Yasemin Y. Kor and Andrea Mesko
Building dynamic managerial capabilities: Reconfiguration of TMT and the firm's dominant logic

Zenlin Kwee, Frans A.J. van den Bosch and Henk W. Volberda
Pacing organizational change events towards sustained strategic renewal. A longitudinal study of oil industry, Shell and BP

SESSION IV LOCATION Friday, July 3 09:00–10:30
E3-B-B021

Israel Drori and Benson Honig
From boom to bust and from bust to boom: A comparison of organizational emergence during unusual business cycles

Fulya Sarvan, Tuğba Gürçaylılar Yenidogan, Eren Durmus Arici and Onur Dirlik
The emergence of the yacht building sector at Antalya free trade zone as an event-based collective strategy

Flashpoints, crossroads, and fateful choices: towards an event-based view of strategizing

SESSION V LOCATION Friday, July 3 11:00–12:30
E3-B-B021

Yuri Mishina, Bernadine Johnson Dykes, Emily S. Block and Timothy G. Pollock
The dark side of positive firm outcomes: Why 'good' firms sometimes do bad things

Lakshmi Balachandra
Responding to the unexpected: Improvisation as event-based strategizing

SESSION VI LOCATION Saturday, July 4 09:00–10:30
E3-B-B021

Muriel Mignerat and Luc K. Audebrand
Field-configuring institutional work in mega-events: The 2008 UEFA European Football Championship

Murat Akpınar
Integrating contingency, strategic choice and collective action perspectives to better understand responses to threat events from the environment

SESSION VII LOCATION Saturday, July 4 11:00–12:30
E3-B-B021

Gregory B. Vit
Junk is junk: Explaining financial fraud and innocent fraud using alternative event-based strategizing models

Nermeen Mustafa and Joseph Lampel
Crisis and organizational identity: A narrative perspective

The Social Dynamics of Standardization

CONVENORS Nils Brunsson, SCORE, Stockholm Schools of Economics, Sweden
 nils.brunsson@hhs.se
 Andreas Rasche, Helmut-Schmidt-University Hamburg, Germany
 andreas.rasche@wbs.ac.uk
 David Seidl, University of Zurich, Switzerland. david.seidl@iou.uzh.ch

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
 E1-EF-Platea 1
Standards and standardization
 CHAIR Marc Ventresca

Nils Brunsson, Andreas Rasche and David Seidl
 Opening remarks and welcome

Kai Jakobs
 Shaping ICT standards – a glimpse into standards bodies' working groups

Ian Graham
 New standardisation: The emergence of new processes for negotiating
 standardisation

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
 E1-EF-Platea 1
Transnational Governance: Challenges for Standardization
 CHAIR Andreas Rasche

Laura J. Spence and Michael Bourlakis
 Unilateral standards for social responsibility: Corporations as social
 watchdogs?

Kristina Tamm Hallström and Magnus Boström
 Stakeholder power and the role of power resources and categorizations in
 transnational multi-stakeholder standard setting

Andrea Mennicken
 Civilizing through standards

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
 E1-EF-Platea 1

The Dynamics of Standardization

CHAIR Ian Graham

Ans Kolk and Paolo Perego
 Dynamics of standards adoption: The case of sustainability assurance

Tineke M. Egyedi
 Dealing with standards' change

Kristina Dahlin and Ranjita M. Singh
 The winner does not take it all

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
 E3-B-B005

Parallel Stream A: The Standardization of Technology I

CHAIR Gina Dokko

Alan Lowe and Joanne Locke
 Dominance or compatibility in the construction of digital business
 communication standards

Sanjay Jain
 Institutional entrepreneurship in technology standards evolution:
 The case of Ethernet

Klaus Backhaus, Michael Budt, Maik Eisenbeiss, Katrin Mühlfeld
 How to win a standard contest – the cases of VHS versus Betamax and
 Blu-Ray Disc versus HD DVD

13 Sub-theme

The social dynamics of standardization

SESSION IV
LOCATION

Friday, July 3 09:00–10:30
E3-B-B006

**Parallel Stream B:
Standards and/as Governance**

CHAIR Nils Brunsson

Sebastian Botzem and Leonhard Dobusch
The rule of standards: Codifying power in the transnational arena

Alison Kemper
Heisenberg's Principals

Staffan Furusten
Standards, and other attributes for ordering

Stephan Gauch and Knut Blind
Differences in ascribed relevance of different standards types in different research contexts

SESSION IV
LOCATION

Friday, July 3 09:00–10:30
E3-B-B008

**Parallel Stream C:
The Standardization of Corporate Responsibility**

CHAIR Dana Brown

Fabrizio Ferraro and Dror Etzion
Standard setting or stage setting? The global reporting initiative and the standardization of sustainability reporting

Juliane Reinecke
Standardisation and the struggle for social legitimacy – Fairtrade labelling as a tightrope walk between human development and market acceptance

Jessica Ericsson and Karl Johan Bonnedahl
Institutional entrepreneurship through standard development. How mainstream economic organisation is challenged by a climate labelling initiative

Patrick Haack, Dennis Schöneborn and Christopher Wickert
Exploring an unexpected love story of business and society logics: A case study on the 'Equator Principles' standard in international project finance

Sub-theme 13

The social dynamics of standardization

SESSION IV
LOCATION

Friday, July 3 09:00–10:30
E3-B-B010

**Parallel Stream D:
Perspectives on ISO Standards**

CHAIR Laura Spence

Coline Ruwet
Towards the democratization of standardization? ISO 26000 as an experiment of democratizing the ISO

Massimiliano Monaci
Beyond proceduralization's conventional logics? The ISO 9000 – SA 8000 nexus and organizational change

Magali Delmas and Maria J. Montes-Sancho
An institutional perspective on the diffusion of international accountability standards: The case of the Environmental Management Standard ISO 14001

SESSION IV
LOCATION

Friday, July 3 09:00–10:30
E3-B-B012

**Parallel Stream E:
Dynamic Perspectives on Standards and Standardization I**

CHAIR Kai Jaboks

Pier Franco Camussone and Diego Ponte
Standardization de facto: Combining the economic and the social views. The case of the VHS victory

Jochen Koch and Stefan Klaußner
Ongoing processes of standardization as self-reinforcing dynamics: Introducing a functionalist and path dependence perspective

Tobias Kretschmer and Katrin Mühlfeld
The timing of pre-market standardization

13 Sub-theme

The social dynamics of standardization

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B005

**Parallel Stream A:
Dynamic Perspectives on Standards and Standardization II**

CHAIR Jochen Koch

Afshin Mehrpouya
Soft laws and the Sovereign Wealth Funds. The effect of national context on the response to information disclosure requests

Irene Lorentzen Hepsø and Vidar Hepsø
Co-creation of standards as circulation

João Antonio de Souza e Silva and Helio Arthur Reis Irigaray
The humanitarian reform and its cluster approach: Dynamics of implementing standardization in humanitarian crises

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B006

**Parallel Stream B:
The Standardization of Technology II**

CHAIR Alan Lowe

Shu Gao and Harro van Lente
Competing standards: The case of transition from single standard to multiple standards in the Chinese mobile communication sector

Gina Dokko, Amit Nigam and Lori Rosenkopf
Keeping steady as she goes: A negotiated order perspective on technological change

Sandrine Virgili and Frédéric Bornarel
ERP technologies, between standardization and sociotechnical hybridation: A constructivist study applied to an ERP development in a leader enterprise

Sub-theme 13

The social dynamics of standardization

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B008

**Parallel Stream C:
The Global-Local Link within Standardization**

CHAIR Magnus Boström

Marc van Wegberg
Integration of global agents in local communities: The effect on de facto standardization

Stephan Manning and Oliver von Hagen
Linking local experiments to global standards: How project networks promote global institution building

Jean-Christophe Graz
Standardisation and the rise of a global service economy

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B010

**Parallel Stream D:
Standardizing Management (Education)**

CHAIR Kristina Dahlin

Ilya Okhmatovskiy and Robert J. David
Setting your own standards: Internal corporate governance codes as a response to institutional pressure

Andreas Diedrich and Fredrik Låven
Standardizing management or competence? The case of the management system for competence support (SS 62 40 70)

Anne Herbert and Sari Stenfors
Who chooses to adopt standards? A case of business school standards

Bertrand Venard
Informal and formal standards: The influence of accounting standards and audits on corruption

13 Sub-theme

The social dynamics of standardization

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B012

**Parallel Stream E:
Standardization and Innovation**

CHAIR Tineke M. Egyedi

Christopher Wright, Andrew Sturdy and Nick Wylie
Management innovation as standardization and control – the role of internal consultants

Richard Tee and Eric J. Iversen
Organizational design and the changing role of standardization: A study of the Symbian alliance

Andrea Fried, Petrie F. Coetzee and Lars Günther
The effects of standardization on innovation in software development

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E1-EF-Platea 1

Stakeholder Perspectives on Standardization

CHAIR Steven J. Kahl

Henk J. de Vries, Vladislav V. Fomin and Jan Dul
International standardization in a multi-stakeholder environment – how a stakeholder can pursue influence

Knut Blind, Stephan Gauch and Richard Hawkins
How stakeholders view the impacts of international ICT standards

Dana Brown, Marc M. Ventresca and Ignasi Marti
The context of standards and standardizing processes: Institutional regimes of governance in the emerging carbon markets

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E1-EF-Platea 1

**Closing Panel:
Standards: What's in a Name?**

CHAIR David Seidl

Günther Ortmann
Shifting baselines, practical drift, normalization of deviance: On drifting standards

Steven J. Kahl and Damon Philips
Rule compliance: Its social determinants and implications

CLOSING PANEL Nils Brunsson, Günther Ortmann and Marc M. Ventresca

Sub-theme 13

The social dynamics of standardization

Capabilities for Serializing Uniqueness: Unpacking the Exploration Routine

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 LOCATION Thursday, July 2 09:00–10:30
E3-0-0012

Ha Hoang and Hakan Ener
When and where do firms explore? Product development in an entrepreneurial context
DISCUSSANT Daniel Tzabbar

Joanne Zhang and Charles Baden-Fuller
Triggering initial search: Path and a false sense of 'knowledge sameness'
DISCUSSANT Enrico Forti

SESSION II LOCATION Thursday, July 2 11:00–12:30
E3-0-0012

Wolfgang H. Güttel and Stefan W. Konlechner
Exploring the context of contextually ambidextrous organizations
DISCUSSANTS Silvia Massini

Enrico Forti and Maurizio Sobrero
In the mix. Exploration and exploitation in new product creation
DISCUSSANT Wolfgang H. Güttel

Mariano Luiz Márselo Heyden, Frans A.J. van den Bosch and Henk W. Volberda
Harnessing for exploratory innovation: The mediating role of TMT factors
DISCUSSANT Santi Furnari

Capabilities for serializing uniqueness: unpacking the exploration routine

SESSION III LOCATION Thursday, July 2 14:00–15:30
E3-0-0012

Fanny Simon and Albéric Tellier
How to become an exploration-oriented organization? Lessons from an R&D centre in a semiconductor company
DISCUSSANT John W. Bakke

Sampo Tukiainen, Jukka Mattila and Sami Kajalo
The role of management consultancy in promoting continuous exploration: An empirical examination on the impact and significance of consultants and consultancies
DISCUSSANT Laura Toschi

Silvia Massini, Arie Y. Lewin and Nidthida Perm-Ajchariyawong
The role of corporate strategy on firm exploration and exploitation for innovation
DISCUSSANT Yasuo Sugiyama

John W. Bakke and Tonje Osmundsen
Routinizing innovation: Strategy development in a multinational company
DISCUSSANT Melissa Leithwood

SESSION IV LOCATION Friday, July 3 09:00–10:30
E3-0-0012

Gerardus J.M. Lucas, Ulf Toelch, Marius T.H. Meeus and Simon M. Reader
The slack resources hypothesis revisited: An experimental and field study on exploration and exploitation
DISCUSSANT Bernardo S.B. Correia Lima

Bernardo S.B. Correia Lima, Frans A.J. van den Bosch, Justin J.P. Jansen and Henk W. Volberda
Managing innovation through resource deployment: The effects of organizational slack and strategic flexibility
DISCUSSANT Sampo Tukiainen

Daniel Tzabbar and Terry Amburgey
When does excess human resource enhance exploration? The moderating effects of communication, coordination, and control
DISCUSSANT Gerardus J.M. Lucas

14 Sub-theme

Capabilities for serializing uniqueness: unpacking the exploration routine

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-0-0012

Nicolaj Siggelkow and Dirk Martignoni
When it pays to be neurotic or to have blind spots
DISCUSSANT Ji-Hwan Lee

Eocman Lee, Jeho Lee, Ji-Hwan Lee and Dan Braha
Magic of hierarchy in organizational learning
DISCUSSANT Nicolaj D. Siggelkow

Marco Visentin
The co-evolution of culture and organizational search behaviours in the top-quality Italian wine industry
DISCUSSANT Ha Hoang

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E3-0-0012

Yasuo Sugiyama
Capabilities to sell technologies: Open innovation and internal organization of diversified firms
DISCUSSANT Joanne Zhang

Sara Bonesso, Fabrizio Gerli and Annachiara Scapolan
The balance between exploitation and exploration: Leveraging on bundles of organizational solutions
DISCUSSANT Mariano Luiz Márselo Heyden

Federico Munari and Laura Toschi
The search of complementarity in explorative strategies: The relationship between corporate venture capital investments and corporate diversification
DISCUSSANT Amit Karna

Sub-theme 14

Capabilities for serializing uniqueness: unpacking the exploration routine

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E3-0-0012

Amit Karna and Mukund R. Dixit
Building capabilities through exploration and exploitation: Balancing act of firms from an emerging economy context
DISCUSSANT Sara Bonesso

Santi Furnari
Mechanisms of aesthetic exaptation in artefact design: How a beaux-arts garden evolved into an avant-garde art park
DISCUSSANT Marco Visentin

Melissa Leithwood and Oana Branzei
Creativity under constraint
DISCUSSANT Albéric Tellier

Making Brands Come Alive: How Organizations, Stakeholders and Customers Mobilize their Identity

CONVENORS Martin Kornberger, University of Technology, Sydney, Australia and University of St Andrews, Scotland, UK. martin.kornberger@uts.edu.au
Majken Schultz, Copenhagen Business School, Denmark. ms.ioa@cbs.dk
Jonathan Schroeder, Exeter University, UK. j.e.schroeder@exeter.ac.uk

SESSION I LOCATION Thursday, July 2 09:00–10:30
E3-A-A018

Conceptualizing Brands
CHAIR Martin Kornberger

Nobumi Kobayashi
Muji: The story of the reluctant brand

Christian Frankel
The LEGO Policy Station™. On branding and politics

SESSION II LOCATION Thursday, July 2 11:00–12:30
E3-A-A018

Brands, Organizational Identity, and the Management of Meaning
CHAIR Majken Schultz

Gerhard E. Schjelderup and Tor Hernes
Constraints of identity on innovation. The case of a dairy corporation

Jeaney Yip and Susan Ainsworth
Branded religion: Constructing a marketable church identity

Nicholas Ind
Against Leviathan: Building rhizomatic brands

SESSION III LOCATION Thursday, July 2 14:00–15:30
E3-A-A018

Being Different or Being Similar? Institutions, Organizations and Brands
CHAIR Jonathan Schroeder

Rumina Dhalla
To be similar or unique? Implications for strategic reference groups

Hogne Lerøy Sataøen
'Do they really need to be so damn special and differentiated?' The ambiguity of branding in Norwegian hospitals

Bengt-Åke Gustafsson and Dan Porsfelt
Branding public schools in Sweden. On legitimacy, values and identity

Making brands come alive: how organizations, stakeholders and customers mobilize their identity

SESSION IV LOCATION Friday, July 3 09:00–10:30
E3-A-A018

Identification and Employer Branding
CHAIR Martin Kornberger

Jean-François Gagne and Emmanuel Josserand
Employee's identification with a corporate brand: Singularity and consequences of the identification process. The case of a major branding in the telecom industry.

Dan Kärreman and André Spicer
'The school is no more' – managing identity work through disidentification in an educational organization

Elisa Monnot, Fanny Reniou and Pierre Volle
Customer-company identification: A study of relational consequences in the non-profit sector

SESSION V LOCATION Friday, July 3 11:00–12:30
E3-A-A018

Brands, Culture and Control
CHAIR Majken Schultz

Ilke Kocamaz and Özlem Kaçar Akman
The role of brands in the advertising agencies: How do they make employees eliminate the notion of alienation?

Elisabeth K. Kelan and Alice Mah
Making young professionals brand conform: Embodying brands and gender

Christian Johann Schmid
Outlaw motorcycle gangs. Analyzing the unlikely case of the successful organization of deviant and or delinquent individuals as brand communities

SESSION VI LOCATION Saturday, July 4 09:00–10:30
E3-A-A018

Brand Aesthetics
CHAIR Jonathan Schroeder

Nina Kivinen
Materialising a brand – Shell's films on Shell

Alfons van Marrewijk
Retail stores as aesthetic experiences of brands: The case of fashion house Oger

Jordi Montaña, Isa Moll, Francisco Guzmán and Francesc Solé-Parellada
A brand design model

15 Sub-theme

Making brands come alive: how organizations, stakeholders and customers mobilize their identity

**SESSION VII
LOCATION**

Saturday, July 4 11:00–12:30
E3-A-A018

Group Discussion

CHAIR Martin Komberger

Sophie van Eupen and Maddy Janssens

From an ugly duck to a beautiful swan. CSR at future technics:
A sensemaking approach

Sally Davenport, Shirley Leitch, Judy Motion and Michelle Renton
Mobilizing scientific discourse to rebrand organizational identity

Panel discussion

What can organization studies learn from branding?

Sub-theme 15

Making brands come alive: how organizations, stakeholders and customers mobilize their identity

Societal Accountability: Understanding and Negotiating the Identity of Individuals, Societies and Institutions

CONVENORS **Worksession Overview**
 Carmelo Mazza, Grenoble Ecole de Management, France
 carmelo.mazza@grenoble-em.com
 Paolo Quattrone, Saïd Business School and Christ Church, University of Oxford, UK. paolo.quattrone@sbs.ox.ac.uk
 Stephen Woolgar, Saïd Business School University of Oxford, UK
 steve.woolgar@sbs.ox.ac.uk

SESSION I LOCATION **Thursday, July 2 09:00–10:30 E2-2-210**

The Limits of Transparency
CHAIR Stephen Woolgar

 John Roberts
 No-one is perfect: The limits of transparency and an ethic for ‘intelligent’ accountability
DISCUSSANTS Christina Garsten and Frank den Hond

 Lars Thøger Christensen and George Cheney
 Transparency as societal accountability. A critical analysis of transparency as a corporate account technology
DISCUSSANT John Roberts

 Christina Garsten and Frank den Hond
 ‘Hide and seek’. Transparency, opacity, and the shadow side of accountability in CSR
DISCUSSANTS Lars Thøger Christensen and George Cheney

SESSION II LOCATION **Thursday, July 2 11:00–12:30 E2-2-210**

Corporate Social Responsibility as Societal Accountability?
CHAIR Carmelo Mazza

 Markus A. Höllerer and Renate E. Meyer
 Corporate social responsibility: Accountable to and responsible for whom? On social categorization of stakeholders among Austrian corporations
DISCUSSANT Jean-Pascal Gond

 Merja Porttikivi, Heidi Hirsto and Johanna Moisander
 Contemporaneous views on corporate responsibility – online discussion as a site of democratic participation in the global marketplace
DISCUSSANTS Markus A. Höllerer and Renate E. Meyer

 Jean-Pascal Gond
 The social construction of corporate social responsibility metrics
DISCUSSANTS Merja Porttikivi, Heidi Hirsto and Johanna Moisander

Societal accountability: understanding and negotiating the identity of individuals, societies and institutions

SESSION III LOCATION **Thursday, July 2 14:00–15:30 E2-2-210**

Accountability in the Public Domain
CHAIR Dean Neu

 Brian Rappert
 Evidencing similarity: The language of judgement, spin, and accountability
DISCUSSANTS Maja Korica and Paolo Quattrone

 Maja Korica and Paolo Quattrone
 Practicing ‘socio-ties’: Governance and accountability in a university as an organization in the public interest
DISCUSSANT Susanne Boch Waldorff

 Susanne Boch Waldorff
 Struggling to define and legitimate a new organization
DISCUSSANT Brian Rappert

SESSION IV LOCATION **Friday, July 3 09:00–10:30 E2-2-210**

Health, Disease and Accountability
CHAIR Maja Korica

 Daniel Neyland
 Parasitic accountability: Feeding off bodies of knowledge
DISCUSSANTS Annegrete Juul Nielsen and Anja Svejgaard

 Signe Vikkelsø
 Multiple accountabilities and the ordering of work
DISCUSSANT Daniel Neyland

 Annegrete Juul Nielsen and Anja Svejgaard
 Licenced patients
DISCUSSANT Signe Vikkelsø

16 Sub-theme

Societal accountability: understanding and negotiating the identity of individuals, societies and institutions

SESSION V Friday, July 3 11:00–12:30
LOCATION E2-2-210

Accountabilities of/with Technologies and Scales

CHAIR Paolo Quattrone

Elena Simakova
Making nano matter

DISCUSSANT Stephen Woolgar

Stephen Woolgar
Accountabilities of scale: The example of the middle range
DISCUSSANTS Wes Sharrock and Graham Button

Wes Sharrock and Graham Button
Project failure as an organisational account
DISCUSSANT Elena Simakova

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E2-2-210

Group Discussion

Provocation in Royal Palace of Pedralbes park
Provocation pieces followed by discussion
Note: location subject to fine weather

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E2-2-210

Group Discussion

CHAIR Carmelo Mazza, Paolo Quattone, Stephen Woolgar and Maja Korica

Recap discussion and next steps

Sub-theme 16

Societal accountability: understanding and negotiating the identity of individuals, societies and institutions

Exploring Innovative Approaches for Governing Climate Change

CONVENORS Bettina Wittneben, University of Oxford, UK
bettina.wittneben@smithschool.ox.ac.uk
Chukwumerije Okereke, University of East Anglia, Norwich, UK
c.okereke@uea.ac.uk
Bobby Banerjee, College of Business, University of Western Sydney,
Australia. b.banerjee@uws.edu.au

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E2-2-209

Governance

CHAIR Bobby Banerjee

Ole Nørgaard Helmersen

Governance of climate change: The struggle for the climate change policy agenda

DISCUSSANT Kim van Nieuwaal

Nardia Haigh and Andrew Griffiths

Climatic dynamics in strategy? Institutional theory, sensemaking, and strategies in response to climate change

DISCUSSANT Jennifer Bartlett

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E2-2-209

International Policy

CHAIR Bettina Wittneben

Terry Nolan and Peter Crowe

Creating a listening space for climate change policy making

DISCUSSANT Gabriel Weber

Javier de Cendra de Larragan

Distributional choices in EU climate change law: In search of a legal framework

DISCUSSANT Ole Nørgaard Helmersen

Guodong Sun

Integrating energy security and climate change: Is it an effective approach for governing climate change in China?

DISCUSSANT Gail Whiteman

Exploring innovative approaches for governing climate change

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
E2-2-209

Corporate Response

CHAIR Frances Bowen

Gabriel Weber, Edeltraud Günther and Martin Nowack

Organizational responses to regulatory climate change risks – revisiting the natural resource based view of the firm. Comparison of carbon-intensive industries in New Zealand and Germany

DISCUSSANT Timo Busch

Isobel O'Neil

Innovating for environmentally sustainable business practices: The role of the entrepreneur-activist

DISCUSSANT Javier de Cendra de Larragan

Christian Bschorrer, Andreas König, Albrecht Enders and

Harald Hungenberg

Cognitive framing and exploration of discontinuous change. Evidence from organizational response to global warming

DISCUSSANT Patricia Wolf

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
E2-2-209

Policy Process

CHAIR Chuks Okereke

Elke Schüßler and Bettina Wittneben

How does a climate summit influence climate policy? Assessing the field-configuring impact of the conference of parties

DISCUSSANT Shady Kanfi

Jennifer Bartlett, Stephane Tywoniak and Cameron J. Newton

Towards a model of the institutional logics of climate change

DISCUSSANT Nardia Haigh

Regina Betz, Paul Twomey and Iain MacGill

The governance challenge for implementing effective, efficient and fair market-based climate policies: Case studies of the European emissions trading scheme and the Australian carbon pollution reduction scheme

DISCUSSANT David Carter

17 Sub-theme

Exploring innovative approaches for governing climate change

SESSION V
LOCATION

Friday, July 3 11:00–12:30
E2-2-209

Social Learning

CHAIR Bobby Banerjee

Patricia Wolf, Ralf Hansmann and Peter Troxler
Towards sustainable universities: Applying unconferencing as method to facilitate organisational learning for CO2 reduction
DISCUSSANT Elke Schübler

Gail Whiteman, René de Vos, F. Stuart Chapin III, Vesa Yli-Pelkonen, Jari Niemelä and Bruce Forbes
Companies and climate programs in urban systems
DISCUSSANT Regina Betz

Shady Kanfi
Three cooperative values: Understanding the standardization of carbon emissions measurement
DISCUSSANT Johanna Bergmann

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E2-2-209

Accounting for Climate Change

CHAIR Chuks Okereke

Timo Busch and Volker H. Hoffmann
How warm is your balance-sheet? An empirical investigation of climate change and corporate financial performance
DISCUSSANT Christian Bschrirer

David Carter and Helen Tregidga
Constructing expertise: Capitalist colonisation, accounting, and emissions trading schemes
DISCUSSANT Isobel O'Neil

Vera Ferrón-Vilchez, Nicole Darnall, Juan Alberto Aragón-Correa and José Manuel de la Torre-Ruiz

The influences of stakeholders on managers' interest to monitor environmental internal information: How financial costs of the environmental degradation help to avoid climate change
DISCUSSANT Stanislav Beyderman

Sub-theme 17

Exploring innovative approaches for governing climate change

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E2-2-209

Adaptation

CHAIR: Bettina Wittneben

Johanna Bergmann
The climate leadership programme
DISCUSSANT Guodong Sun

Kim Van Nieuwaal
A process model for governance of adaptation
DISCUSSANT Vera Ferron-Vilchez

18 Sub-theme

Sub-theme 18

Escaping the Iron Cage of Bureaucratic Control or Bringing the Bureaucracy Back In: New and Old Forms of Autonomy and Coordination in the Public Sector

CONVENORS Gerhard Hammerschmid, Hertie School of Governance Berlin, Germany
hammerschmid@hertie-school.org
Per Læg Reid, University of Bergen, Norway. per.lag Reid@aorg.uib.no
Tamyko Ysa, ESADE Business School, Ramon Llull University, Spain
tamyko.ysa@esade.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
E1-1-01
Networks and Collaborative Arrangements and Networks as Source of Innovation
CHAIR Gerhard Hammerschmid, Per Læg Reid and Tamyko Ysa

John Brocklesby
Network structures in the public sector – responding to the challenges of organized crime
DISCUSSANT Rick Delbridge

Julia Fleischer and Salvador Parrado
Creativity by crisis? How the financial and economic crisis affects central government coordination in Spain and Germany
DISCUSSANT Lukas Summermatter

SESSION II LOCATION Thursday, July 2 11:00–12:430
E1-1-01
Public Private Partnership Arrangements as Source of Innovation
CHAIR Tamyko Ysa

Guðrið Weihe, Ole Helby Petersen, Henning Drøge and Dagmar Hildebrand
Examining the innovation promises of public-private partnerships (PPPs)
DISCUSSANT Christian Huber

Angel Saz-Carranza
Bridging worlds in public-private joint ventures: Overcoming sector barriers to collaborate
DISCUSSANT Ole Helby Petersen

Judith Johnston
Infrastructure Australia: An exciting, innovative, enhancing and autonomous new leadership organization for government, or just another entity bound up in politics, rent-seeking and red tape?
DISCUSSANT Karen Breidahl

Escaping the iron cage of bureaucratic control or bringing the bureaucracy back in: new and old forms of autonomy and coordination in the public sector

SESSION III LOCATION Thursday, July 2 14:00–15:30
E1-1-01
New Forms of Autonomy and Coordination: The Intraorganizational Perspective
CHAIR Per Læg Reid

Birgitta Niklasson
The structures of creativity
DISCUSSANT Marianne van der Steen

Thurid Hustedt
Changing leadership organisation and intra-departmental coordination: Re-balancing politics and administration in German and Danish ministerial departments
DISCUSSANT Angel Saz-Carranza

Janne Tienari, Satu Teerikangas and Ilpo Koskinenq
Merging academic institutions in the periphery: A discourse analytical perspective
DISCUSSANT Harald Torsteinsen

SESSION IV LOCATION Friday, July 3 09:00–10:30
E1-1-01
Macrolevel Institutional Change: Institutional Logics and Discourses
CHAIR Gerhard Hammerschmid

Rachel E. Ashworth, George A. Boyne and Rick Delbridge
Relationships between societal logics and innovation outcomes: The case of local government reform in the UK
DISCUSSANT Thurid Hustedt

Rick Vogel
Frames and counter-frames in the discourse on new public management: The German case
DISCUSSANT Satu Teerikangas

Dermot O'Reilly and Mike Reed
Leaderism and public strategic bureaucracy – the emerging conditions for autonomy, innovation and co-ordination in the reform of UK public services
DISCUSSANT Brigitta Niklasson

18 Sub-theme

Escaping the iron cage of bureaucratic control or bringing the bureaucracy back in: new and old forms of autonomy and coordination in the public sector

SESSION V Friday, July 3 11:00–12:30
LOCATION E1-1-01

Theorizing Public Sector Innovation

CHAIR Walter M.J. Kickert

Michael Barzelay, Sergio Seabra

Theorizing the process of management innovation

DISCUSSANT Salvador Parrado

Understanding management innovation in the public sector: Path dependent and random decisions in accounting reforms

DISCUSSANT Julia Fleischer

Christian Huber

Risks in prison cells – the management of risk in prisons as element in the fruitful tension between public and private institutions

DISCUSSANT Janne Tienari

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E1-1-01

Bureaucracy Revisited: a Return of Bureaucracy and Formalization

CHAIR Michael Barzelay

Harald Torsteinsen

Why does post-bureaucracy lead to more formalization?

DISCUSSANT Rick Vogel

Ole Petersen

Regulation of PPPs: A return to ‘old’ style regulatory politics and bureaucratic control

DISCUSSANT Judith Johnston

Karen Breidahl

Back to basics: The reintroduction of the machine-bureaucracy in the public sector and a belief in ‘one best way of organizing’

DISCUSSANT Sergio Seabra

Sub-theme 18

Escaping the iron cage of bureaucratic control or bringing the bureaucracy back in: new and old forms of autonomy and coordination in the public sector

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E1-1-01

Managing Public Sector Change and Innovation: Holy Grail or Achievable Quest?

CHAIR Gerhard Hammerschmid, Per Læg Reid and Tamyko Ysa

Walter M.J. Kickert

Civil service reform in The Netherlands. Planned or emergent change

DISCUSSANT John Brocklesby

Marianne van der Steen and John Goenewegen

Organizing for policy entrepreneurship. Empirical evidence from The Netherlands

DISCUSSANT Dermot O’Reilly

Power, Resistance and Hegemony in the Contexts of Organizational and Institutional Change

CONVENORS Alessia Contu, Warwick Business School, UK. alessia.contu@wbs.ac.uk
 Françoise Dany, EM Lyon, France. dany@em-lyon.com
 Damon Golsorkhi, ESC Rouen, France.
damon.golsorkhi@groupe-esc-rouen.fr

SESSION I LOCATION Thursday, July 2 09:00–10:30
 E1-1-14

Power, Resistance and the (Un-)Making of Change
 CHAIR Mats Alvesson

Nada Endrissat, Myrte Berendse and Widar von Arx
 When followers don't follow: The role of professionals in resistance to change

Olle Duhlin
 Change and the field of power – Bourdieu and Byteatern

Bernadette Loacker and Iain Munro
 The 'making up' of artists as 'culturepreneurs': The tension-filled dynamics of subjectification processes

SESSION II LOCATION Thursday, July 2 11:00–12:30
 E1-1-14

Going Beyond the Classical Power-based Understanding of Change?
 CHAIR Julie Battilana

Alexandra Lai and Heiko Breitsohl
 Establishing and maintaining hegemony through path creation and vice versa

Rich DeJordy
 Fighting for the status quo: Agency and institutional guardianship

Leonhard Dobusch and Jörg Sydow
 Path dependent power: Organizational challengers of Microsoft's desktop domination

Power, resistance and hegemony in the contexts of organizational and institutional change

SESSION III LOCATION Thursday, July 2 14:00–15:30
 E1-1-14

The Role of Power, Politics and Hegemony in '(Un-)Regulating' Change

CHAIR Iain Munro

Julie Battilana and Tiziana Casciaro
 Informal structure, formal structure, and change implementation in organizations

Masoud Shadnam
 Regulating moral change as organizational hegemony: The case of the Iranian oil industry

Frank Schirmer and Michael Tasto
 Reflexive power(s)? Exploring the dynamics, contradictions and paradoxes of evolving political forms in innovative organizations

SESSION IV LOCATION Friday, July 3 09:00–10:30
 E1-1-14

Understanding Resistance Dynamics in Changing Organizations

CHAIR Mike Reed

Darren McCabe and David Knights
 Traffic jams. Emails and newsletters: Employing insights from actor network theory to enhance our understanding of resistance

Mats Alvesson and André Spicer
 Stupidity and power: A stupidity-based theory of organizations

Hugh Willmott
 Excavating the dynamics of resistance: Processes of identification and disidentification

19 Sub-theme

Power, resistance and hegemony in the contexts of organizational and institutional change

SESSION V Friday, July 3 11:00–12:30
LOCATION E1-1-14

Hegemony, Counter-hegemony and the (Un-)Happy Making of Change

CHAIR Hugh Willmott

Zoë Morrison

Creative contradictions; the hegemony of change and the potential for insurgency

Florence Palpacuer and Nicolas Balas

Neo-Gramscian hegemony and social movements in large multinationals in France

Mike Reed and Dermot O'Reilly

Leaderism and the nodal hegemony of modernization in UK public service reform

Annalisa Murgia and Barbara Poggio

Unmasking hegemonic practices. Men's stories on gender culture in organizations

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E1-1-14

The Role of Control, Surveillance and Obedience in Changing Organizations

CHAIR Gregory Schwartz

George Kandathil

Negotiated locally and marketed globally: Reproduction, reinforcement, and modifications of technology-embedded Western notions of time during implementation of ERP technology in India

Aki-Mauri Huhtinen

From barbed wire to surveillance camera – minimising energy to produce the effects of control in a military organisation in the information battle space

Riku Ruotsalainen, Mikko Lehtonen and Karlos Artto

Producing middle managers' obedience – a critical discourse analysis of two project steering groups

Helene Ratner

Enduring, inverting and resisting change: An ethnography of the nexus between organizational change and floor hegemony

Sub-theme 19

Power, resistance and hegemony in the contexts of organizational and institutional change

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E1-1-14

Practices as the Site of Hegemony and Resistance in Changing Organizations

CHAIR André Spicer

Takahiro Endo

The challenge of less powerful actors: Rhetoric and practice

Régine Teulier and Nathalie Raulet-Croset

Blended practices, a place for creative resistance in a top down strategic change

Mats Alvesson and Jorgen Sandberga

Generating research questions through problematization

Alessia Contu, Françoise Dany and Damon Golsorkhi

General discussion and wrap up

The Business Firm as a Political Actor: A New Theory of the Firm for a Globalized World

CONVENORS Andreas Georg Scherer, University of Zurich, Switzerland
andreas.scherer@iou.uzh.ch
Guido Palazzo, University of Lausanne, Switzerland. guido.palazzo@unil.ch
Dirk Matten, York University, Canada. dmatten@schulich.yorku.ca

SESSION I LOCATION Thursday, July 2 09:00–10:30
E1-1-15
CHAIR Andreas Georg Scherer

Welcome and introductions:
Andreas Georg Scherer, Guido Palazzo and Dirk Matten

Theoretical Concepts of a Political Theory of the Business Firm. Looking Outside – External Factors Influencing Corporate Behavior

Frank G.A. de Bakker
Networks of activism. How activist groups and firms operate in shaping corporate social responsibility
DISCUSSANT Grahame Thompson

Roger L. Martin and Alison Kemper
After the fall: Reconsidering business and society after the 2008 collapse of the financial markets
DISCUSSANT Christian Vögtlin

Kenneth Amaeshi and Emmanuel Adegbite
The business firm as a political actor: Exploring the political misuse of shareholder activism in Nigeria
DISCUSSANT Florian Scheiber

SESSION II LOCATION Thursday, July 2 11:00–12:30
E1-1-15
Political Actors and Global Public Goods
CHAIR Dirk Matten

Bobby Banerjee and Annabel-Mauve Bonnefous
The corporate capture of the political sphere: Democracy, business and politics in the governance of water rights
DISCUSSANT Duane Windsor

Pierre-Yves Néron and Wayne Norman
Responsible rule-making and the ethics of competition
DISCUSSANT Ian Maitland

Heather Elms and Robert A. Philipps
The corporation as political actor: Security
DISCUSSANT Frank G.A. de Bakker

The business firm as a political actor: a new theory of the firm for a globalized world

SESSION III LOCATION Thursday, July 2 14:00–15:30
E1-1-15

From Left to Right – Political Schools of Thought and the Implications for Corporations

CHAIR Guido Palazzo

Duane Windsor
A political theory of the global firm
DISCUSSANT Roger L. Martin

Ben Neville and Colin Higgins
Knowing left from right: The dynamic, ideological embeddedness of the contest for CSR
DISCUSSANT Martin Fougère

Glen Whelan
Corporations as political actors: Liberal and republican perspectives compared
DISCUSSANT Pierre-Yves Néron

SESSION IV LOCATION Friday, July 3 09:00–10:30
E1-1-15

Leaders and Companies as Responsible Citizens

CHAIR Guido Palazzo

Grahame Thompson
Companies as 'Cyborgs'? Reflections on limited liability, legal personality and citizenship
DISCUSSANT Ben Neville

Christian Vögtlin and Moritz Patzer
Responsible leadership: A research agenda
DISCUSSANT Friederike Schultz

SESSION V LOCATION Friday, July 3 11:00–12:30
E1-1-15

Legitimacy in Theory and Practice I

CHAIR Andreas Georg Scherer

Friederike Schultz and Lothar Rieth
Linking 'new theory of the firm' and communication studies. Critical reflections on moral legitimacy and communication ethics
DISCUSSANT Judith Schrempf

20 Sub-theme

The business firm as a political actor: a new theory of the firm for a globalized world

SESSION V Friday, July 3 11:00–12:30
LOCATION E1-1-15

Legitimacy in Theory and Practice II

CHAIR Andreas Georg Scherer

Itziar Castelló, Josep M. Lozano and David Barberá
Transformational and transactional CSR strategies: Searching for change in the tourism industry

DISCUSSANT Jukka Mäkinen

Florian Scheiber
Changes in discursive legitimation of codes of conduct within the German textile and apparel industry from 1997 to 2007

DISCUSSANT Kenneth Amaeshi

Sébastien Mena
The interplay of input and output legitimacies in Multi-Stakeholder Initiatives (MSI)

DISCUSSANT Marcelo Bucheli

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E1-1-15

Motivation for CSR – Strategic or Philanthropic?

CHAIR Dirk Matten

Jukka Mäkinen and Arno Kourula
Blurring the boundaries of responsibility – the rise of strategic corporate social responsibility (CSR) in Finland

DISCUSSANT Itziar Castelló

Marcelo Bucheli and Erica Salvaj
Corporate political activity of multinationals from newly developed countries in emerging economies: Spanish multinational corporations in Chile, 1990-2005

DISCUSSANT Sébastien Mena

Judith Schrempf
The obesity epidemic: fast-food corporations as political actors

DISCUSSANT Heather Elms

Sub-theme 20

The business firm as a political actor: a new theory of the firm for a globalized world

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E1-1-15

Critical Perspectives – Are Business Firms Really Political Actors?

CHAIR Guido Palazzo

Ian Maitland
A critique of the new global corporate social responsibility

DISCUSSANT Bobby Banerjee

Martin Fougère
The business firm as a political and unpolitical actor

DISCUSSANT Jeremy Moon

Final discussion: Convenors

Institutionally-Embedded Practice-Based Learning in Multinationals

CONVENORS Ayse Saka-Helmhout, University of Surrey, UK
a.saka-helmhout@surrey.ac.uk
Arndt Sorge, Social Science Research Center Berlin (WZB), Germany
sorge@wzb.eu

SESSION I LOCATION Thursday, July 2 09:00–10:30
E2-2-207

Group Discussion
CHAIR Ayse Saka-Helmhout

Alexei Koveshnikov
Organizing by stereotypes: Cultural (mis)conceptions and stereotypical thinking as barriers for knowledge transfer and learning in MNCS
DISCUSSANT Mike Geppert

Tulay Ilhan
Beyond duality: The institutional multiplicity pillars on the organizational culture of the IJVs in an emerging economy
DISCUSSANT Robson Rocha

SESSION II LOCATION Thursday, July 2 11:00–12:30
E2-2-207

Group Discussion
CHAIR Florian Becker-Ritterspach

Jon Erland Lervik
Beyond transfer: Internalization and Integration of organizational practices within multinational enterprises
DISCUSSANT Ayse Saka-Helmhout

Dave Bouckenooghe and Kathleen Marshall Park
Upheavals and undoings? When pragmatism meets passion in the merging of multinational firms
DISCUSSANT Florian Becker-Ritterspach

Gwyneth Edwards, Rick Molz and Ann Langley
The dialectics of practice change
DISCUSSANT Ayse Saka-Helmhout

Institutionally-embedded practice-based learning in multinationals

SESSION III LOCATION Thursday, July 2 14:00–15:30
E2-2-207

Group Discussion
CHAIR Ayse Saka-Helmhout

Andromache Athanasopoulou
Exploring the social dynamics of implementing corporate social responsibility standards in MNEs
DISCUSSANT Ilir Haxhi

Florian Becker-Ritterspach, Ayse Saka-Helmhout and Jasper Hotho
The institutional embeddedness of learning in MNEs
DISCUSSANT Alexei Koveshnikov

SESSION IV LOCATION Friday, July 3 09:00–10:30
E2-2-207

Group Discussion
CHAIR Florian Becker-Ritterspach

Ilir Haxhi
Cross-national diversity of corporate governance and positioning of CGCs
DISCUSSANT Andromache Athanasopoulou

Mike Geppert, Christoph Dörrenbächer, Jens Gammelgaard and Ian Taplin
Acquisitions and risk-taking in the global brewery industry: A comparative institutionalist study
DISCUSSANT Dave Bouckenooghe

Zeynep Kadire Sayim
Employment systems and labour market orientations of multinational enterprises: Evidence from US MNEs in Turkey
DISCUSSANT Graham Hollinshead

SESSION V LOCATION Friday, July 3 11:00–12:30
E2-2-207

Group Discussion
CHAIR Ilir Haxhi

Graham Hollinshead and Jane Hardy
Organisational learning and the off-shoring of financial services
DISCUSSANT Jon Lervik

Robson Rocha
Institutional effects on occupational health and safety management systems
DISCUSSANT Gwyneth Edwards

Patrick Reinmüller
Comparing an invisible source of public knowledge across countries: Think-tank's embeddedness in business systems
DISCUSSANT Zeynep Kadire Sayim

21 Sub-theme

Institutionally-embedded practice-based learning in multinationals

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E2-2-207

Round Table

CHAIR Ayse Saka-Helmhout

Sub-theme 21

Institutionally-embedded practice-based learning in multinationals

The Strategic Management of Organizational Knowledge: Creation Versus Control

CONVENORS Max Boisot, Birmingham Business School, University of Birmingham, UK
max.boisot@gmail.com
Agustí Canals, Universitat Oberta de Catalunya, Spain. acanalsp@uoc.edu
Martin Ihrig, Wharton School, University of Pennsylvania, USA
Ihrig@wharton.upenn.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
E2-2-202
CHAIR Max Boisot

Helmut Kasper, Mark Lehrer, Jürgen Mühlbacher and Barbara Müller
When knowledge management systems are ‘thin’ rather than ‘thick’:
A study of cross-site knowledge-sharing practices in three industries

James Robins and Yi Jia (Kathleen) Low
The organization of knowledge-sharing: Beyond the theory of the firm

Ad Breukel, Frank M. Go, Daan Stelma and Koen van der Weijden
Coordination routines at different modular levels for the diffusion of explicit
and tacit information: The case of the engineering department of a
globally-distributed corporation

SESSION II LOCATION Thursday, July 2 11:00–12:30
E2-2-202
CHAIR Agustí Canals

Torstein Nesheim, Karen Olsen and Anita Tobiassen
Knowledge management through intra-organizational networks:
Antecedents of knowledge application

Polly Rizova
Technological innovation, social networks and knowledge creation on
R&D projects

Dirk Schneckenberg
Strategic implications for a Web 2.0-based knowledge sharing perspective
of firms

The strategic management of organizational knowledge: creation versus control

SESSION III LOCATION Thursday, July 2 14:00–15:30
E2-2-202
CHAIR Martin Ihrig

Rafael Andreu
Competitive advantage, knowledge and learning: Implications for the
management profession

Lorenzo Bizzi
Tacit knowledge and organizational performance: A memory-based
approach

Giuseppe Abbato
The strategic management of organizations' knowledge resources in the
knowledge economy: University organizations' intellectual capital
accounting

SESSION IV LOCATION Friday, July 3 09:00–10:30
E2-2-202
CHAIR Agustí Canals

George N. Chondrakis
The differential impact of technological change on firm boundaries

Rani Dang, Karine Roux, Catherine Thomas and Christian Longhi
Territorial innovation dynamics: A knowledge-based perspective

Jean-Philippe Timsit
Elephants can't jump! A proposal for overcoming the threshold effects by
technological knowledge

SESSION V LOCATION Friday, July 3 11:00–12:30
E2-2-202
CHAIR Martin Ihrig

Sarah Horn, Mariëlle G. Heijltjes and Woody van Olfen
Competitor recruitment: A theoretical analysis of an emerging HR practice
seeking to capture human capital value

Pierre-Jean Barlatier and Olivier Dupouët
Organizational ambidexterity and firm's structure: A dynamic approach

Montserrat Boronat-Navarro and Cesar Camisón Zornoza
Knowledge development and organizational structure

Fernando Sandoval-Arzaga, Manuel F. Suárez-Barraza and Alfons Sauquet
High tacit knowledge deployment model: How managers can design and
potentiate tacit knowledge use within and across team processes

22 Sub-theme

The strategic management of organizational knowledge: creation versus control

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30

E2-2-202

CHAIR Agustí Canals

Joaquin Alegre and Ricardo Chiva
Entrepreneurial orientation, organizational learning capability and performance in the context of a manufacturing industry

Arvind Shatdal
Organizational memory: A tool for creating learning organization

Asif Khan, Robert MacIntosh and Robert McMaster
The development of resources and knowledge: An empirical study of medical management

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30

E2-2-202

CHAIR Max Boisot

Paulina Junni
Knowledge as a source of power in the post-acquisition integration process

Luisa Varriale and Paola Briganti
Conflict and knowledge: An exploratory study in the health care system in Italy

Claudia Dossena and Gabriele Cioccarelli and Alberto Francesconi
How user-generated contents impact on knowledge creation and control

Sub-theme 22

The strategic management of organizational knowledge: creation versus control

Knowledge Integration and Innovation

CONVENORS Fredrik Tell, Linköping University, Sweden. fredrik.tell@liu.se
 Kristian Kreiner, Copenhagen Business School, Denmark. kk.ioa@cbs.dk
 Jacky Swan, Warwick Business School, University of Warwick, UK
 jacky.swan@wbs.ac.uk

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
 E2-1-102

Knowledge Creation and Integration

CHAIR Fredrik Tell

Isabelle Bouty and Marie-Léandre Gomez
 Creating in organizations as an occasion for integration: A practice approach

DISCUSSANTS Sihem Ben Mahmoud-Jouni and Sarah Evans

Nikiforos S. Panourgias, Harry Scarbrough and Joe Nandhakumar
 Knowledge integration and innovation in computer games design and development

DISCUSSANT Vesa Peltokorpi

Lars Lindkvist and Marie Bengtsson
 Extending Nonaka's knowledge creation theory: How we know more than we can tell and and tell more than we can know

DISCUSSANT Luciana D'Adderio

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
 E2-1-102

External Knowledge Integration

CHAIR Jacky Swan

Miia Martinsuo
 External integration during radical innovation projects

DISCUSSANTS Gundula Heyn and Hirofumi Tatsumoto

Florence Charue-Duboc and Sihem Ben Mahmoud-Jouini
 Internal and external knowledge integration in concept generation process

DISCUSSANTS Dagmar Hildebrand and Nikiforos Panourgias

Anja Schulze and Gundula Heyn
 Exploiting external knowledge through collaborative innovation – the impact of disseminative capabilities on knowledge transfer success

DISCUSSANTS Ola Edvin Vie and Sabrina Moreira Ottani

Henning Dröge, Juan Ramis Pujol and Dagmar Hildebrand
 Absorptive capacity in service innovation: A process study

DISCUSSANT Mark Easterby-Smith

Knowledge integration and innovation

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
 E2-1-102

Knowledge Integration and Organizational Practices

CHAIR Kristian Kreiner

Sarah Evans, Maxine Robertson and Jacky Swan
 Challenges for knowledge integration within the clinical research process: Networked innovation within a regulatory regime

DISCUSSANT Miia Martinsuo

François Deltour and Caroline Sargis Roussel
 Understanding dynamics of knowledge integration in process innovation projects: Political challenges of IT projects

DISCUSSANTS Martin Wallin and Henry López Vega

Andrea Herrmann
 Employees' skills and scientists' knowledge: The types of qualifications needed for radical and incremental product innovation

DISCUSSANT Maritza Salazar

Stephanie Geary and Efrosyni Konstantinou
 Knowledge dis-integration matters to organizational innovation: new evidence from knowledge management practices

DISCUSSANT Davide Nicolini

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
 E2-1-102

Knowledge Integration and Boundary Crossing

CHAIR Kristian Kreiner

Inkeri Ruuska, Päivi Lehtonen, Miia Martinsuo and Karlos Artto
 Knowledge integration across intra-organizational project boundaries. A case study in a service development portfolio

DISCUSSANT Naina Gupta

Ola Edvin Vie, Martin W. Wallin and Georg von Krogh
 Reducing tension and promoting integration in the hyper-text organization – the importance of managers showing care

DISCUSSANT Andrea Herrmann

Jeanne Mengis, Davide Nicolini and Jacky Swan
 Integrating knowledge through grounding expertise and ignorance

DISCUSSANTS Malgorzata Cieselska and Henning Dröge

23 Sub-theme

Knowledge integration and innovation

SESSION V Friday, July 3 11:00–12:30
LOCATION E2-1-102

International and Multilogic Knowledge Integration

CHAIR Jacky Swan

Simon Collinson, Mark Easterby-Smith and Bridgette Sullivan-Taylor
The making of an innovative multinational: Integrating knowledge, routines and networks in the context of international acquisitions

DISCUSSANT Jeanne Mengis

Henry López Vega and Jonathan Wareham
Open innovation intermediaries: Towards a typology and theory of intermediaries. The case of the European Living Labs

DISCUSSANT Maxine Robertson

Malgorzata Ciesielska
Knowledge integration in business-open source hybrid structure. Talks vs. actions in multilogic environments

DISCUSSANTS Isabelle Bouty and Masanori Yasumoto

Sabrina Moreira Ottani and Elena Bou Alameda
Bridging old worlds and building new ones: The challenge of integrating knowledge in innovation networks

DISCUSSANT Inkeri Ruuska

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E2-1-102

Knowledge Integration in Teams

CHAIR Fredrik Tell

Vesa Peltokorpi and Emiko Tsuyuki
Managing organizational transactive memory systems: An exploratory study in a team-based organization

DISCUSSANT Lars Lindkvist

Naina Gupta
Knowledge distribution in transactive memory: Effects on group performance

DISCUSSANTS François Deltour and Shu Jingming

Maritza Salazar, Theresa Lant and Aimee Kane
Knowledge integration and creation in an interdisciplinary team context

DISCUSSANT Caroline Sargis Rousel

Sub-theme 23

Knowledge integration and innovation

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E2-1-102

Knowledge Integration and Innovation

CHAIR Kristian Kreiner

Hirofumi Tatsumoto, Masanori Yasumoto and Shu Jingming
Managing open production network under continuous innovation of platform: A case study on the collaboration process between Intel and Taiwanese motherboard manufacturers

DISCUSSANTS Elena Bou Alameda and Anja Schultze

Luciana D'Adderio
Performing modularity: The role of organisational context in making modularity work

DISCUSSANT Florence Charue-Duboc

Fredrik Tell
Innovation and knowledge integration: Notes on emerging themes

DISCUSSANT Päivi Lehtonen

Theorizing Practice in Communities of Practice

CONVENORS Fabio Fonti, Boston College, USA. fabio.fonti@bc.edu
Alessandro Narduzzo, Free University of Bozen-Bolzano, Italy
narduz@unibz.it
Martha S. Feldman, University of California, Irvine, USA
feldmanm@uci.edu

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E2-1-101

Practices and Communités of Practice I
CHAIR Tom Bijlsma

Frank Siedlok and Paul Hibbert
Interdisciplinary research and communities of practice: Meta-practices
and new form of networks of practice

Kathryn S. Quick and Martha S. Feldman
Distinguishing participation and inclusion

Mark J. Zbaracki and Mark Bergen
Price negotiation and the marginal role of the sales force: Lessons for
work and practice

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E2-1-101

Communités of Practice in Organizations
CHAIR Guido Conaldi

William B. Stevenson
The structuration of organizations through communities of practice

Michel Anteby
Moral entrepreneurs in contested markets: The commerce of cadavers
in New York State

Ruthanne Huising and Susan S. Silbey
Governing the gap: forging safe science through a community of practice

Mark Thompson and Geoff Walsham
Organizational communities of practice: Wrong fork in the road?

Theorizing practice in communities of practice

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
E2-1-101

Practices and Communités of Practice II
CHAIR Klaus-Peter Schulz

Tom Bijlsma, Irma Bogenrieder and Peter van Baalen
Learning on a navy boat – the practice of team learning in high-reliability
situations

Esther Maier and Oana Branzei
Blurred transitions: How social interactions pattern creative practices

Roxane Duret and Marc Lassagne
Communities of practice make perfect? Obstacles to innovations in the
safety policy of a construction company

Monica C. Worline, Jacoba M. Lilius, Jane E. Dutton, Jason M. Kanov
and Sally Maitlis
The sustainable expression of compassion: Emotion-based capability in
communities of practice

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
E2-1-101

Structure Matters – Communities of Practice in F-OSS
CHAIR Kathryn Quick

Francesco Rullani
The periphery on stage. Functions, properties and dynamic evolution of
the periphery in the free/open source software community

Rebeca Méndez-Durón
To contribute or not to contribute. An exploratory study on the
determinants for contribution in OSS projects

Fabio Fonti and Alessandro Narduzzo
Local action and communication flows: The impact of network roles and
topology in sustaining communities of practice

Guido Conaldi and Alessandro Lomi
The network structure of radical product innovation: A case study on
software development

**SESSION V
LOCATION** Friday, July 3 11:00–12:30
E2-1-101

Group Discussion
CHAIR Martha Feldman, Fabio Fonti and Alessandro Narduzzo

24 Sub-theme

Theorizing practice in communities of practice

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E2-1-101

The Emergence of Communities of Practice

CHAIR Yolande Witman

Carl Cato Wadel
Theorising practice in the emergence of CoPs – the case of the Norwegian
Petroleum Directorate

Sue Marie Peters
The construction of a community of practice of small business owner
managers: An empirical study

Klaus-Peter Schulz, Silke Geithner and Michael Fox
The emergence of communities of practice by the means of learning and
development platforms

Christoffer Rydland
The Lindesberg Group 1956-2008: The rise and demise of a community
of practice

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E2-1-101

Power in Communities of Practice

CHAIR Sue Marie Peters

Chris Kimble, Nathalie Tessier and Isabelle Bourdon
Defining practice, power and relationships in virtual communities
of practice

Alessia Contu
Cool creative and egalitarian?

Yolande Witman and Gerhard A.C. Smid
Learning a feel for the game in the medical world through participation in
review meetings

Georgina Caillard
Linking communities of practice: Boundary objects and multi-membership

Sub-theme 24

Theorizing practice in communities of practice

Energizing Entrepreneurship: The Role of Industry Knowledge Structures in Creating, Assessing, and Embedding New Business Ventures

CONVENORS Michel Ehrenhard, University of Twente, The Netherlands
 m.l.ehrenhard@utwente.nl
 Shaker Zahra, University of Minnesota, USA. zahra004@umn.edu
 Jeroen Kraaijenbrink, University of Twente, The Netherlands
 j.kraaijenbrink@utwente.nl

SESSION I LOCATION Thursday, July 2 09:00–10:30
 E3-B-B020

Entrepreneurship in Geographic Clusters
 CHAIR Shaker Zahra

Marc D. Bahlmann
 Does distance matter? Advancing our understanding of the geography of innovation
PRESENTER Brett Anitra Gilbert

Yue Zhao
 On the diffusion of the ready-to-wear fashion: An institutional-network approach
PRESENTER Marc D. Bahlmann

Brett Anitra Gilbert
 Disruptive technologies: Identifying their geographic origins
PRESENTER Yue Zhao

Energizing entrepreneurship: the role of industry knowledge structures in creating, assessing, and embedding new business ventures

SESSION II LOCATION Thursday, July 2 11:00–12:30
 E3-B-B020

Entrepreneurial Systems
 CHAIR Jeroen Kraaijenbrink

Marcus W.H. Ho, Marie G. Wilson and Shu-Yuan Wu
 Industry knowledge structures and participative actors: A complexity perspective on the creation of employment systems through entrepreneurship
PRESENTER Adina Dabu

Chuan-Kai Lee and Shih-Chang Hung
 Creating an industry in an emerging market: Institutional entrepreneurship of Chinese vendors and Taiwanese makers in the Chinese mobile phone industry
PRESENTER Shu-Yuan Wu

Adina Dabu
 The human resource management consulting entrepreneur: Firm-builder, market-maker and diffuser of human resource management knowledge in an emergent business system
PRESENTER Chuan-Kai Lee

SESSION III LOCATION Thursday, July 2 14:00–15:30
 E3-B-B020

Entrepreneurship in the Innovation Process
 CHAIR Michel Ehrenhard

Barbara Fuchs
 Venturing lead user generated ideas within a large corporation: Knowledge conversion and entrepreneurship at the front end
PRESENTER Maria Höyssä

Nicolaj Toft Brenneche, Finn Hansson and Mette Mønsted
 Energizing knowledge for innovation in interorganisational collaborations: Critical remarks on knowledge transfer and a turn towards collaborative entrepreneurship
PRESENTER Barbara Fuchs

Maria Höyssä and Sampsa Hyysalo
 Making sense of an opportunity in a discontinuity situation – a case of new clinical testing equipment
PRESENTER Finn Hansson

25 Sub-theme

Energizing entrepreneurship: the role of industry knowledge structures in creating, assessing, and embedding new business ventures

SESSION IV Friday, July 3 09:00–10:30
LOCATION E3-B-B020

Entrepreneurial Opportunity Exploration and Exploitation
CHAIR Shaker Zahra

Alejandra Marin Melo and Christine Quinn Trank
Entrepreneurs: Recognizing and making paths by walking
PRESENTER Roberta Virtuani

Yeda Swirski de Souza and Inara Schier
The odd life cycle of software small and medium sized companies
PRESENTER Alejandra Marin Melo

Roberta Virtuani and Antonella Zucchella
Strategic and organizational design in creating radically new businesses
PRESENTER Yeda Swirski de Souza

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B020

Entrepreneurial Sensemaking
CHAIR Michel Ehrenhard

Joep Cornelissen and Jean Clarke
The discursive creation of new ventures: The role of metaphor and analogy
PRESENTER Marina G. Biniari

Jatinder S. Sidhu, Bettina B.F. Wittneben and Shahzad M. Ansari
Why do entrepreneurial stories matter? Obtaining legitimacy and resources by recounting a coherent mission
PRESENTER Jean Clarke

Marina G. Biniari
The role of corporate agency in making sense of industry knowledge structures and the impact on the imprinting process of corporate venturing units
PRESENTER Jatinder S. Sidhu

Sub-theme 25

Energizing entrepreneurship: the role of industry knowledge structures in creating, assessing, and embedding new business ventures

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E3-B-B020

Entrepreneurial Variety and Performance
CHAIR Jeroen Kraaijenbrink

Sebastiaan van Doorn
Entrepreneurial orientation and firm performance: The moderating role of senior team attributes and environmental dynamism
PRESENTER Bárbara Larrañeta

Seungwha (Andy) Chung, Youngkeun Choi and Ji Sun Lim
The role of the entrepreneur, industry and government in corporate development: The case of Korean information technology industry
PRESENTER Sebastiaan van Doorn

Bárbara Larrañeta and Els van de Velde
The influence of the knowledge conversion capability of new ventures on the variety of business opportunities and strategies pursued
PRESENTER Seungwha Chung

Social Capital and Entrepreneurial Ventures

CONVENORS Tina Dacin, Queens's University, Canada. tdacin@business.queensu.ca
Tom Elfring, VU University Amsterdam, The Netherlands
telfring@feweb.vu.nl
Indre Maurer, University of Cologne, Germany. maurer@wiso.uni-koeln.de

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E3-B-B017

**Welcome and Introduction
Social Capital and Industry Context**
CHAIR Indre Maurer

Charles Baden-Fuller, Simone Ferriani, Stefani Mengoli and Vanina Torlo
Social networks in the hedge funds industry: An empirical analysis

Bilgehan Uzunca and S. Nazli Wasti
The effect of social capital in supplier development and organizational
learning: Spinoff suppliers of a Turkish automotive manufacturer

Francisco Fazito Teixeira, Luiz Antônio Teixeira and Daniel Jardim Pardini
The influence of the social relations systems in the exercise of
entrepreneurship business in the odontological services

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E3-B-B017

Social Capital and Entrepreneurship in Regions/Clusters
CHAIR Tina Dacin

Ayse Elif Sengün and Mehmet Çakar
Trust, knowledge sharing and innovation in horizontal inter-firm exchanges:
Evidence from an industrial district context

Patricia Mendonça and Mário Aquino Alves
Diffusion and entrepreneurship: The professionalization of the rural
development field in the Brazilian Northeastern Region

Andrea Bernardi and Salvatore Monni
Social capital and co-operative organization in Italy: An empirical analysis

Michael V. Russo and Andrew G. Earle
The geography of sustainable enterprise and the concentration
of mission-driven companies

Social capital and entrepreneurial ventures

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
E3-B-B017

Social event, more information follows

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
E3-B-B017

Networks and Performance
CHAIR Tom Elfring

Andrea-Elena Postariu and Aura Parmentier Cajaiba
Toward managing threats to SME growth via networks: An empirical study
based on network and resource-based view

Ana Maria Bojica, Maria del Mar Fuentes and Matilde Ruiz Arroyo
Corporate entrepreneurship activities of SMEs and knowledge acquisition
from interorganizational alliances: An empirical study of their influence on
performance

Ivan M. Manev, Bojidar S. Gyoshev and Tatiana S. Manolova
When does social capital add value to entrepreneurial ventures? Empirical
evidence from a transition economy

Rob J.G. Jansen, Patrick A.M. Vermeulen and Petru L. Corseu
The capital of SME owners: Human and social capital effects on decision
effectiveness

**SESSION V
LOCATION** Friday, July 3 11:00–12:30
E3-B-B017

Social Entrepreneurship and Networks
CHAIR Tina Dacin

Cornelia Wilson and Yvonne Guerrier
Youth enterprise and social capital

Christiana Weber and Barbara Weber
Social entrepreneurship and social capital: Theory and empirical evidence

Merja Lähdesmäki and Timo Suutari
Keeping at arm's length or searching for proximity? Corporate social
responsibility as a reciprocal process between small businesses and the
local community

Elco van Burg, Isabelle M.M.J. Reymen, A. Georges L. Romme
and Victor A. Gilsing
How fairness perceptions affect new-venture development

26 Sub-theme

Social capital and entrepreneurial ventures

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E3-B-B017

Building Social Capital

CHAIR Indre Maurer

Wai-sum Siu, Qiong Bao and Yi-zheng Shi
Research into entrepreneurial network competence: Interplay of network relationships, structure and governance

Micheal Beier and Thorsten Semrau
The impact of specialization and integration of relationship management on the social capital of entrepreneurial ventures

Trudi Lang and Rafael Ramirez
Constructing social capital through entrepreneurial scenario ventures

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E3-B-B017

Social Capital, Entrepreneurship in International Context

CHAIR Tom Elfring

Suzana Braga Rodrigues and John Child
Building social capital for internalization: The experience of British SMEs in Brazil

François Goxe and Céline Viala
Social capital, entrepreneur-related factors and internationalization: The case of French SMEs in China

Tamara Galkina and Sören Kock
Entrepreneurial infrastructure and business relationship establishment-networking patterns of Russian and Finnish founding teams

Closing Discussion

Sub-theme 26

Social capital and entrepreneurial ventures

Understanding Novelty as Everyday Experience: Pragmatist Perspectives

CONVENORS Philippe Lorino, ESSEC Business School, France. lorino@essec.fr
Jaume Guia, University of Girona, Spain. jaume.guia@udg.es
Barbara Simpson, Strathclyde Business School, UK
barbara@gsb.strath.ac.uk

SESSION I LOCATION Thursday, July 2 09:00–10:30
E3-B-B011

Pragmatism and Design
CHAIR Philippe Lorino

Anna Rylander
Exploring design thinking as pragmatist inquiry
The convenors of the sub-theme will review 'Key themes in pragmatism' in an introductory presentation

SESSION II LOCATION Thursday, July 2 11:00–12:30
E3-B-B011

Symbols in Innovation
CHAIR Barbara Simpson

Jacqueline Holzer Müller and Patricia Wolf
Sense-making in organizational innovation processes: The function of shared symbols and boundary objects

Kristiane M.F. Lindland
New product development as the social process of developing meaning – exploring how the physical object plays a part in the emergence of meaning and product language

SESSION III LOCATION Thursday, July 2 14:00–15:30
E3-B-B011

Changing Practice
CHAIR Jaume Guia

Diane-Laure Arjaliès-de la Lande
An inquiry on collective activity: How do organizational members face institutional change? The example of a socially responsible investor

Christina Mauléon and Susanne Ollila
The drama of co-construction – exploring what 'goes on' in a conversational arena

Understanding novelty as everyday experience: pragmatist perspectives

SESSION IV LOCATION Friday, July 3 09:00–10:30
E3-B-B011

Capacity to Be Creative
CHAIR Philippe Lorino

Stavroula Tsirogianni
Values and creativity in the knowledge society: A case of Greek and British workers

Stratos Ramoglou
In the shadow of entrepreneurs: Taking seriously the 'Others' of entrepreneurship

SESSION V LOCATION Friday, July 3 11:00–12:30
E3-B-B011

Comparing Adjacent Perspectives
CHAIR Barbara Simpson

Damien Mourey
A chameleonic researcher – self-reflexivity over pragmatist inspired research practices: A grounded theory goes hand in hand with a grounded inquiry

Wendelin Küpers
Inter-corporeality of cocreational action and passion – pragmatist and phenomenologist perspectives on the creative 'inter-practice' of improvisation

SESSION VI LOCATION Saturday, July 4 09:00–10:30
E3-B-B011

Pragmatism and Research Practice
CHAIR Jaume Guia

Timo Hartmann, Seirgei Miller and André Dorée
Specifying the pragmatic roots of action research

Bjørn Haugstad, Kjersti Bjørkeng and Grete Håkonsen
Creative inquiries in collaborative action research

Idea Work: Creating and Becoming in Everyday Organizational Practice

CONVENORS Stewart Clegg, University of Technology, Sydney, Australia
stewart.clegg@uts.edu.au
Elena Antonacopoulou, University of Liverpool Management School, UK
e.antonacopoulou@liverpool.ac.uk
Arne Carlsen, SINTEF Technology and Society, Oslo, Norway
arne.carlsen@sintef.no

SESSION I LOCATION Thursday, July 2 09:00–10:30
E2-2-211
Opening Ideas
CHAIR Conveners

The convenors will start with introducing the sub-theme and the participants

Guje Sevón and Liisa Välikangas
Of managers, ideas and jesters
DISCUSSANTS Conveners

Dirk Deichmann and Jan van den Ende
Boomerang effects of networked ideas
DISCUSSANTS Tea Lempiälä and Tiina Tuominen

Tea Lempiälä and Tiina Tuominen
Innovative pursuits or routine performance – perceptions of creativity in idea work
DISCUSSANT Dirk Deichmann

SESSION II LOCATION Thursday, July 2 11:00–12:30
E2-2-211
Cultural Fields in Idea Work
CHAIR Stewart Clegg

Richard Badham and Amanda Mead
The translation performance: An ethnography of 'success' in critical executive education on managing change
DISCUSSANT Marie-Léandre Gomez

Jarrood Haar, Judith Motion and Shirley Leitch
The politics of idea work: An indigenous perspective
DISCUSSANTS Richard Badham and Amanda Mead

Marie-Léandre Gomez and Isabelle Bouty
The social dimensions of idea work in haute cuisine: A Bourdieusian perspective
DISCUSSANTS Jarrood Haar, Judy Motion and Shirley Leitch

Idea work: creating and becoming in everyday organizational practice

SESSION III LOCATION Thursday, July 2 14:00–15:30
E2-2-211

Idea Work Across Empirical Settings
CHAIR Elena Antonacopoulou

Alex Wright
Consultants are strategists too you know: Consultants' creating and becoming in strategy work
DISCUSSANT Laura Lucia Parolin

Laura Lucia Parolin
Performing new idea in industrial design
DISCUSSANT Beth Altringer

Gaëlle Dechamp and Bérangère Szostak Tapon
Origins of the SME directors good thinking about creativity and design practice
DISCUSSANT Alex Wright

Beth Altringer
Different strokes for different folks: An analysis of team member perceptions of the creative process in advertising and product design teams in the USA and China
DISCUSSANT Gaëlle Dechamp

SESSION IV LOCATION Friday, July 3 09:00–10:30
E2-2-211

Vitality and Identity in Idea Work
CHAIR Arne Carlsen

Margaret Vickers
Ideas and stories about workers with multiple sclerosis (MS): Antenarratives of alteration – being the same, but different
DISCUSSANTS Nic Beech and Robert Macintosh

Udo Staber
Idea work is 'real' work: A correspondence analysis of ideas and identities
DISCUSSANT Margaret Vickers

Nic Beech and Robert Macintosh
The idea of vitality: Stories, constructions and their implications
DISCUSSANT Ronit Kark

Ronit Kark and Abraham Carmeli
Alive and creating: The mediating role of vitality and aliveness in the relationship between psychological safety and creative work involvement
DISCUSSANT Udo Staber

29 Sub-theme

Idea work: creating and becoming in everyday organizational practice

SESSION V Friday, July 3 11:00–12:30
LOCATION E2-2-211

Theorizing Idea Work

CHAIR Stewart Clegg

Grant Michelson
 The shaping of ideas: Geometric representations of organizing
DISCUSSANT Michel Avital

Robert Farrands
 Dialectics of thought and feeling
DISCUSSANT Grant Michelson

Michel Avital and Wietske van Osch
 The generative archetypes of idea work
DISCUSSANT Robert Miles Farrands

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E2-2-211

Becoming Ideas – Objects, Artistry, Spaces

CHAIR Arne Carlsen

Attar Hooman and Richard Badham
 The mapping is the territory: Existential artistry in converting uncertainty into risk in the early stages of product innovation
DISCUSSANTS Aina Landsverk Hagen, Gudrun Rudningen and Tord Mortensen

Janet Sayers and Caroline Keen
 Napkin notes: Cafes and 'idea work'
DISCUSSANTS Attar Hooman and Richard Badham

Aina Landsverk Hagen, Tord Mortensen and Gudrun Rudningen
 Creativity as sidetracking: On recognizing peak moments in a turning stream of ideas
DISCUSSANT Janet Sayers

Sub-theme 29

Idea work: creating and becoming in everyday organizational practice

SESSION VII Saturday, July 4 11:00–12:30

Location E2-2-211

Round Table

CHAIR Elena Antonacopoulou

Idea summaries: What have we learned? Which new ideas emerged?
The conveners provide brief summaries of the sessions to guide the discussion

Idea Awards

Four awards will be given:

- i) 'Best Idea Work Paper' award,
- ii) 'Most Novel Idea' award
- iii) 'Most Energizing Discussant' award, and
- iv) the 'Bob' award

Innovation from the Outside: Cognition, Interaction and Distance

CONVENORS Markus Perkmann, Imperial College London, UK
 m.perkmann@imperial.ac.uk
 Erik Stam, University of Cambridge, UK. e.stam@uu.nl

SESSION I LOCATION Thursday, July 2 09:00–10:30
 E2-2-201
 CHAIR Erik Stam

Anja Iseke and Martin Scheider
 Technological and institutional contingencies in governing university-
 industry research partnerships: An international-comparative perspective

Christine Moser, Peter Groenewegen and Marleen Huysman
 Social governance mechanisms in innovating communities

Markus Perkmann
 Intellectual arbitrage across institutional domains

SESSION II LOCATION Thursday, July 2 11:00–12:30
 E2-2-201
 CHAIR Erik Stam

Paul K. Couchman, Ian McLoughlin and David Charles
 Engineering localised innovation spaces: Embedding attempts in the
 knowledge economy

Anna Stephens, Pat Rowe and John Steen
 Local-global knowledge dynamics of Australian biotechnology clusters

Dean A. Hennessy
 Acquisition events and the evolution of industry clusters

Innovation from the outside: cognition, interaction and distance

SESSION III LOCATION Thursday, July 2 14:00–15:30
 E2-2-201
 CHAIR Erik Stam

Erik Stam, Elizabeth Garnsey and Brychan Thomas
 Competence creation in the Cambridge inkjet printing industry

Luciana Lazeretti
 The paths of creative capacity of the culture between cross fertilization
 and serendipity

Joris Knobens and Leon Oerlemans
 On the spatial embeddedness of interorganizational knowledge transfer
 relations: Taking network configurations into account

Taran Mari Thune
 Proximity and interactive learning in collaborative research: Longitudinal
 research on university-firm partnerships

SESSION IV LOCATION Friday, July 3 09:00–10:30
 E2-2-201
 CHAIR Erik Stam

Laurent Zibell and Peter Allen
 Cognitive distance as success factor of co-operative R&D in Europe:
 Organisational capabilities and cultural conventions

Michiel Pieters, John Hagedoorn, Wim Vanhaverbeke and
 Vareska van de Vrande
 The impact of network position within the clique

Vareska van de Vrande and Wim Vanhaverbeke
 Corporate venture capital and the sequencing of inter-organizational ties
 over time

SESSION V LOCATION Friday, July 3 11:00–12:30
 E2-2-201
 CHAIR Erik Stam

Jan Hohberger
 Exploration and exploitation via alliances

Florence Charue-Duboc and Jonathan Castel
 Leveraging external knowledge for innovation: A framework of the
 processes based on a case study

Dima Younès and Denis Segrestin
 Syntax, semantic, and power: Governing inter-organizational R&D projects

30 Sub-theme

Innovation from the outside: cognition, interaction and distance

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30

E2-2-201

CHAIR Markus Perkmann

Jill E. Perry-Smith and Christina E. Shalley

A social composition view of team creativity: The role of team member outside tie strength and national diversity

Nora Madjar, Lucy L. Gilson and John Mathieu

A compositional approach to team creativity: Does what we know and who we know matter?

Petru L. Corseu

Knowledge and power disparity in groups: A truly lethal cocktail for group cognitive complexity?

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30

E2-2-201

CHAIR Markus Perkmann

Reuven Shapira

Innovation from the outside: The decisiveness of outsiders' habituses and involvement in locals' problem-solving for innovation

Rocco Agrifoglio and Concetta Metallo

The effect of geographic distance on team dynamics: The role of team-member exchange quality (TMX)

Abdessamad Ennabih, Allard C.R. van Riel and Zuzana Sasovova

Knowledge sharing among members of new service development teams: The role of organizational and project climate

Sub-theme 30

Innovation from the outside: cognition, interaction and distance

The Marriage of Story and Metaphor: Power Couple or Marriage of Convenience?

CONVENORS Yiannis Gabriel, Royal Holloway University of London, UK
y.gabriel@rhul.ac.uk
Daniel Geiger, Johannes Kepler University Linz, Austria
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Hugo Letiche, Humanistics University of Utrecht, The Netherlands
h.letiche@uvh.nl

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E1-1-12

CHAIR Yiannis Gabriel

Introduction to the Theme:

Yiannis Gabriel, Daniel Geiger and Hugo Letiche

Jackie Ford and Nancy Harding
Telling an untold story – on being a follower rather than a leader

Elaine Robinson
The use of metaphor, narrative and story-telling in relational coaching

Gerardo Patriotta and Andrew Brown
Stories and metaphors for ongoing sensemaking in university students' routines

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E1-1-12

CHAIR Gerardo Patriotta

Jerzy Kociatkiewicz and Monika Kostera
Telling stories together: Narrative and thematic coherence in the experience of organizing

Robert J. Marshak and Loizos Heracleous
Evocative framings: How discursive hot buttons linked to implicit storylines impact strategic decisions

Chris Kuiper, Loes Houweling and Hugo Letiche
Metaphors: Postcards and hardiness

The marriage of story and metaphor: power couple or marriage of convenience?

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
E1-1-12

CHAIR Hugo Letiche

Tavia La Follette
Firefly insight: Metaphorical and aesthetic meaning and how they help us in the evolution of communication

Barbara Anne Plester
Laugh out loud: Using metaphors and humour stories to construct a passionate and extreme organizational identity.

Jean-Luc Moriceau and Marie-Astrid Le Theule
Beyond our first understanding: Performing stories and metaphors in a theatre of passion

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
E1-1-12

CHAIR Nancy Harding

Hugh Lee
Ticking boxes, telling stories and reifying discursive metaphors

Rachel Wolfgramm
Evoking the gods in story and metaphor to ignite passion and energize the study of organisation

Philippe Mairesse
Truth and the metaphor of ship at sea in Foucault's *Fearless Speech*

Sarah Robinson and Ron Kerr
The metaphor of the journey: Beyond the MBA and back to Bildung

**SESSION V
LOCATION** Friday, July 3 11:00–12:30
E1-1-12

CHAIR Loizos Heracleous

Hugo Letiche, Albert Cath and Arthur C. Petersen
Struggle by metaphor. Killing the brother: Social-ecological systems theory versus social complexity theory

Peter Pelzer
The risk to come

Sally Riad
Exploring the dynamics of metaphoric utterances in relational stories of organization

Christine Räisänen and Sven Gunnarson
Metaphorical meta-narratives to unveil and frame dysfunction in organisations

31 Sub-theme

The marriage of story and metaphor: power couple or marriage of convenience?

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30

E1-1-12

CHAIR Barbara Anne Plester

Bruce Fortado

Big boss tours: A field exploration of the marriage of story and metaphor

Daniel Nyberg and Stefan Sveningsson

The construction of a natural born leader: Leadership and identity processes

Carol Jarvis and Jennifer Wilkinson

Does a Smith and Wesson beat four aces? Or can four aces beat a Smith and Wesson?

Graham Sewell

Metaphor, myth, and enchanting stories: Institutionalization as re-enchantment

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30

E1-1-12

CHAIR Daniel Geiger

Charo Rodriguez and Emanuelle Bélanger

A very long journey: Stories and metaphors in the sensemaking of multiple organizational identities

Lucia Garcia-Lorenzo, Sevasti-Melissa Nolas and Gerard de Zeeuw

Containing and extending: Making sense of organisational change through metaphors and stories

Lovisa Näslund and Frida Pemer

The allure of the grand narrative: The role of storytelling in organizational change

Yiannis Gabriel, Daniel Geiger and Hugo Letiche

Conclusions and farewell

Sub-theme 31

The marriage of story and metaphor: power couple or marriage of convenience?

Creating Symbolic Value Through the Manipulation of Meanings and Symbols

CONVENORS Micki Eisenman, Baruch College, City University of New York, USA
micki.eisenman@baruch.cuny.edu
Davide Ravasi, Bocconi University, Milan, Italy. davide.ravasi@unibocconi.it
Pablo Martin de Holan, Instituto de Empresa Business School, Spain
pmdeh@ie.edu

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E3-B-B009

Bridging Art, Culture and Commerce
CHAIR Davide Ravasi

Pablo Martin de Holan
Welcome and introduction

Roger L.M. Dunbar, Raghu Garud and Suresh Kotha
Material, symbolic and institutional value: The case of Steinway & Sons
DISCUSSANTS Laura Laaksonen, Elana Dalpiaz

Mirva Peltoniemi
Art versus profit in the evolution of the game development industry
DISCUSSANTS John Weeks, Restituta Castiello

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E3-B-B009

Strategies of Symbolic Value Creation
CHAIR Pablo Martin de Holan

Céline Abecassis-Moedas and Jean-Pierre Benghozi
The architecture of design for value creation in fashion chain
DISCUSSANTS Elana Dalpiaz, Séverine Le Loarne

Mathias Béjean
From 'value chain' to 'signifying chain' management: Learning from the case of symbolic value creation in the art-based firms
DISCUSSANTS Céline Abecassis-Moedas and Marjana Johansson

John Weeks, Charlie Galunic and Karsten Jonsen
Evaluating espoused values
DISCUSSANTS Violina Rindova, Ralph Mauer

Creating symbolic value through the manipulation of meanings and symbols

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
E3-B-B009

Manipulating Visual and Architectural Symbols
CHAIR Davide Ravasi

Marjana Johansson and Lovisa Näslund
Manipulating meaning: A semiotic reading of the construction of 'home' in interior design retail
DISCUSSANTS Laura Laaksonen and Rune Thorbjørn Clausen

Rune Thorbjørn Clausen
Valuable value: Transformations through architectural enactment
DISCUSSANTS John Weeks and Mathias Béjean

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
E3-B-B009

Cultural and Institutional Processes in Symbolic Value Creation
CHAIR Pablo Martin de Holan

Laura Laaksonen, Toni-Matti Karjalainen and Antti Ainamo
Symbolic value creation: Learnings from Finnish metal music
DISCUSSANTS Mirva Peltoniemi and Corinne Grenier

Elena Dalpiaz, Davide Ravasi and Violina Rindova
A cultural quest: A study of organizational cultural repertoire enrichment
DISCUSSANTS: Roger Dunbar and Ralph E. Mauer

Ralph E. Maurer
Harnessing symbolic tributaries: Innovation practices in the development of the comic-book film genre
DISCUSSANTS Rune Thorbjørn Clausen and Severine Le Loarne

**SESSION V
LOCATION** Friday, July 3 11:00–12:30
E3-B-B009

Meaning Making of and Around Objects
CHAIR Davide Ravasi

Restituta Castiello
Scripted on the virtual body. How an online community creates artefacts that are imbued with meanings shaping their identity as inclusive and women-friendly
DISCUSSANTS Mirva Peltoniemi and Lovisa Näslund

Séverine Le Loarne and Cirunne Greneir
Introducing democracy in arts creation – passion and boundary objects
DISCUSSANTS Roger Dunbar and Céline Abecassis-Moedas

Pablo Martin de Holan
Conclusion and research agenda

Passion and Discipline in Creative Industries

CONVENORS Candace Jones, Boston College, USA. jonescq@bc.edu
 Jesper Strandgaard Pedersen, Copenhagen Business School, Denmark
 js.ioa@cbs.dk
 Vincent Mangematin, Grenoble Ecole de Management and GAEL
 (INRA/UPMF), France. vincent.mangematin@grenoble-em.com

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
 E3-0-0018

Group Discussion

CHAIR Candace Jones

Welcome and participant introductions

Emily Block and Jo-Ellen Pozner
 Up and down the dial: Institutional innovation and multi-stakeholder
 dynamics in the U.S. television industry
DISCUSSANTS Candace Jones and Gianni Lorenzoni

Stoyan V. Sgourev
 How Cubism created Picasso: Ambiguity and convergence in radical
 innovation
DISCUSSANTS Massimo Maoret and Emily Block

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
 E3-0-0018

Group Discussion

CHAIR Vincent Mangematin

Maxim Voronov, Dirk de Clercq and Bob Hinings
 Translating creativity: framing the Ontario wine industry
DISCUSSANTS Grégoire Croidieu and Candace Jones

Grégoire Croidieu and Ignasi Marti
 Loyalty and resistance: The case of the Saint-Emilion wine field
DISCUSSANTS Bob Hinings and David Grandadam

Patrick Cohendet, Sophie Daunais, David Grandadam and Laurent Simon
 Territories, firms and creativity: fun and cooking in the Quebec province
DISCUSSANTS Maxim Voronov and Sebastian Brion

Passion and discipline in creative industries

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
 E3-0-0018

Creative Encounters in Barcelona

CHAIR Jesper Strandgaard Pedersen

Our sub-theme event – a surprise!

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
 E3-0-0018

Group Discussion

CHAIR Jesper Strandgaard Pedersen

Paul S. Adler and Clara Xiaoling Chen
 Beyond intrinsic motivation: On the nature of individual motivation In
 large-scale collaborative creativity
DISCUSSANTS Barbara Slavich and Doris Eikhof

Ursula Christine Loisch and Barbara Müller
 Spot on: Empowerment in the creative industries
DISCUSSANTS Marcel Planellas and Katharina Chudzikowski

Barbara Slavich, Silviya Svejenova and Marcel Planellas
 'Creativity in a box': Mechanisms for translating creative passion into
 cultural products
DISCUSSANTS Paul S. Adler and Ursula Christine Loisch

**SESSION V
LOCATION** Friday, July 3 11:00–12:30
 E3-0-0018

Group Discussion

CHAIR Vincent Mangematin

Candace Jones and Massimo Maoret
 Achieving distinction: The influence of cultural capital, social capital and
 creative spaces on innovation
DISCUSSANTS Stoyan V. Sgourev and Fabrizio Montanari

Morales F. Xavier Molina and Marco Paiola
 Minor cities festivals as drivers of creative spaces. Different modes of
 network governance
DISCUSSANTS Roman Gandia, Christina Boari

Fabrizio Montanari, Federico Riboldazzi and Edoardo Gallo
 The hidden creative class: Analyzing loci of creativity in a medium size city
DISCUSSANTS Paul S. Adler and Morales F. Xavier Molina

33 Sub-theme

Passion and discipline in creative industries

SESSION VI

Saturday, July 4 09:00–10:30

**Parallel Stream A:
Perspectives on Creative Industries**

LOCATION

E3-0-0018

CHAIR Vincent Mangematin

Mario Vötsch and Richard Weiskopf

Organizing heterogeneous initiatives. Creative organization in the cultural field

DISCUSSANTS Isabelle Royer and David Grandaham

Isabelle Royer

Same passion, different outcomes: Blockbusters and fiascoes in the movie industry

DISCUSSANTS Katharina Chudzikowski and Babara Müller

Katharina Chudzikowski and Doris Ruth Eikhof

Designing career and images: Product designers as creative workers?

DISCUSSANTS Richard Weiskopf and Amélie Boutinot

**Parallel Stream B:
Economic Perspectives on Creative Industries**

LOCATION

E3-B-B014

CHAIR Massimo Maoret

Anna Dempster and Reinhard Bachmann

Trust and contracts in the creative industries: Trade-off or complements?

DISCUSSANTS Alexander Souza Perucia and Massimo Maoret

Alexandre Souza Perucia, Alsones Balestrin and Jorge Verschoore

Make, buy or ally: A case study on the Brazilian game industry

DISCUSSANTS Anna Dempster and Roman Gandia

Romain Gandia and Sebastian Brion

Product modularity and value distribution in the innovation networks:

An application in video game industry and animation industry

DISCUSSANTS Sebastian Brion and Reinhard Bachman

Sub-theme 33

Passion and discipline in creative industries

LOCATION

**Parallel Stream C:
Innovation, Learning and Constraint**

E3-B-B016

CHAIR Jesper Strandgaard

Jesper Strandgaard Pedersen

Embracing constraints and innovating traditions in a filmmaking company

DISCUSSANTS Charles Clemens Rüling and Gianni Lorenzoni

Charles-Clemens Rüling

Festivals as ecologies of learning

DISCUSSANTS Mario Vötsch and Jesper Strandgaard Pedersen

Gianni Lorenzoni and Mark Lazerson

Unlike other chocolate – Modica chocolate doesn't melt under the Sicilian sun: Creating a market for Conquistador chocolate

DISCUSSANTS Emily Block and Barbara Slavich

LOCATION

**Parallel Stream D:
Institutional Logics and Legitimacy**

E3-B-B018

CHAIR Candace Jones

Jin-ichiro Yamada and Kumi Matsuoka

How do institutional logics stifle or facilitate collective agencies? Regional revitalisation in the case of the Echigo-Tsumari Art Triennial

DISCUSSANTS Florian Täube and Marcel Plannellas

Florian Täube

The making of ... an industry: Leveraging legitimacy for industry creation – the case of the film industry in Bollywood and the DLF Indian Premier League cricket

DISCUSSANTS Frederico Ribaldozzi and Özge Can

Özge Can and Behlül Üsdiken

Turkish Theatre Field: A 'stage' for the interplay of multiple logics

DISCUSSANTS Bob Hinings and Jin-ichiro Yamada

33 Sub-theme

Passion and discipline in creative industries

SESSION VIIa Saturday, July 4 11:00–12:00

**Parallel Stream A:
Architects**

LOCATION E3-0-0018

CHAIR Vincent Mangematin

Amélie Boutinot

Building reputation among various audiences: The case of architects' trajectories

DISCUSSANTS Beatrice Manzoni and Vincent Mangematin

Beatrice Manzoni, Peter Morris and Hedley Smyth

Equipping project teams to win architecture tenders

DISCUSSANTS Amélie Boutinot and Alonses Abalestrin

**Parallel Stream B:
Creative networks**

LOCATION E3-B-B014

CHAIR Candace Jones

Federico Riboldazzi and Cristina Boari

How do knowledge brokers emerge? The case of the comics-publishing house Kappa Edizioni

DISCUSSANTS Lauri Wessel and Candace Jones

Lauri Wessel, Martin Gersch, Christian Göke and Elke Schübler

How strong ties and repeated projects shape creative processes within the new media services sector

DISCUSSANTS Cristina Baori and Federico Riboldazzi

SESSION VIIb Saturday, July 4 12:00–12:30

LOCATION E3-0-0018

Closing and thoughts for next year in Lisbon

CHAIR Jesper Strandgaard Pedersen

Parallel sessions come together in main room for Closing.

Jesper Strandgaard Pedersen will give closing remarks and solicit thoughts about next year in Lisbon

Sub-theme 33

Passion and discipline in creative industries

Organizational Creativity: The Overlooked, Understudied, and Much Missed

CONVENORS Daved Barry, Universidade Nova de Lisboa, Portugal. dbarry@fe.unl.pt
Tomi J. Kallio, Turku School of Economics, Finland. tomi.kallio@tse.fi
Erika Sauer, University of Tampere, Finland. erika.sauer@psycon.fi

SESSION I Thursday, July 2 09:00–10:30

LOCATION E1/-1/TIC3

CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer

Ileana Stigliani
The making of form: Exploring aesthetic knowledge in product design

Mogens Holm
The dramaturgy of creative transformation

Rita Bissola and Barbara Imperatori
Flying in the face of creativity clichés: Some empirical evidences

SESSION II Thursday, July 2 11:00–12:30

LOCATION E1/-1/TIC3

CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer

Tomi J. Kallio and Annika Blomberg
Organizational creativity in academic journals: A literature review

Antti Kauppinen and Vesa Puhakka
The lack of organizational creativity perspective in understanding the phenomenon of opportunity creation: A systematic literature review

Fabrizio Maimone and Marta Sinclair
How to manage for organizational creativity and innovation: The role of organizational space, emotional climate and diversity

Organizational creativity: the overlooked, understudied, and much missed

SESSION III

LOCATION

Thursday, July 2 14:00–15:30

E1/-1/TIC3

CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer

Franca Cantoni and Roberta Virtuani
Organizational creativity: The managerial perspective

Martina Kliesch-Eberl and Peter Eberl
An extended perspective on innovation: Bridging organizational creativity to dynamic-capabilities

Arne L. Bygdås, Gudrun L. Rudningen and Maria Lundberg
Studying organisational creativity in everyday practices – mysteries, multiplicities and momentousness

SESSION IV

LOCATION

Friday, July 3 09:00–10:30

E1/-1/TIC3

CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer

Annamari Tuori and Tanja Vilén
Producing subject positions and power relations in creative industry organizations: Taking a discursive view on organizational creativity

Daniel Ericsson
(Re)configuring creativity: Creative forces and processes in the field of music

Anna-Maija Nisula, Aino Kianto and Tatiana E. Andreeva
What can innovative companies learn from theatre improvisation?

34 Sub-theme

Organizational creativity: the overlooked, understudied, and much missed

SESSION V
LOCATION

Friday, July 3 11:00–12:30
E1/-1/TIC3

CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer

Kirsi-Mari Vihermaa and Tomi J. Kallio
Can management accounting contribute to organizational creativity studies?

Clive Holtham and Andy Wilkins
Organisational creativity: Building a business ba-haus?

Jan Oliver Schwarz and Swapnesh K. Masrani
The 'narrative turn' in getting out of the box: Examining ways of breaking path dependency in foresight

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E1/-1/TIC3

CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer

Volker Spelthann
Organizational creativity in project heterarchies – the case of VFX production

Petros Chamakiotis and Niki Panteli
Developing creativity in global virtual teams

Hela Chebbi and Dorra Yahiaoui
From idea to innovation: The role of the exploration for a telecommunication group

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E1/-1/TIC3

CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer

Stefano Cirella and A.B. (Rami) Shani
Collective creativity-by-design: The development of new capabilities
DISCUSSANTS Arne L. Bygdås, Gudrun L. Rudningen and Maria Lundberg

Philippe Byosière and Denise L. Luethe
Spontaneous combustion of ideas: Agility, openness and versatility in organizational creativity

Sub-theme 34

Organizational creativity: the overlooked, understudied, and much missed

Organization Operating at the Extreme

CONVENORS Bridgette Sullivan-Taylor, Warwick Business School, UK
 msmbst@wbs.ac.uk
 Arzu Iseri-Say, Boğaziçi University, Turkey. iseria@boun.edu.tr
 Philippe Very, EDHEC Business School, France. philippe.very@edhec.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
 E3-B-B019

Convenors Welcome and High Reliability Organizations
 CHAIR Philippe Very

Maurizio Catino and Gerardo Patriotta
 Managing errors and blame in extreme organizations: The case of the Italian Air Force
DISCUSSANT Christian Moldjord

Paddy O'Toole and Steven Talbot
 Trust in extremes: The nature of trust in safety cultures
DISCUSSANT Christian Moldjord

Tessa Melkonian and Thierry Picq
 Collective performance of teams operating at the extreme: The case of Special Forces
DISCUSSANT Christian Moldjord

This session is about the factors that contribute to organizational resilience, and especially on the role of trust, culture and other collective mechanisms on the creation of high reliability organizations

Organization operating at the extreme

SESSION II LOCATION Thursday, July 2 11:00–12:30
 E3-B-B019

Complexity and Risk
 CHAIR Arzu Iseri-Say

Pierpaolo Andriani and Bill McKelvey
 Using scale-free theory from complexity science to better manage risk
DISCUSSANT Paul McGrath

Jean-Malik Dumas and Jean-François Hennart
 Informational complexity, control, and the optimal size of the MNE
DISCUSSANT Paul McGrath

Renata Kaminska-Labbé, Catherine Thomas and Bill McKelvey
 Building dynamic capabilities in times of drastic change: Lessons from complexity science
DISCUSSANT Paul McGrath

This session is focussed upon complexity science and discusses the application of complexity theories to the management of risk and extreme events

SESSION III LOCATION Thursday, July 2 14:00–15:30
 E3-B-B019

Crisis Management
 CHAIR Philippe Very

Camélia Dumitriu and Magda Donia
 Crisis management in the school shootings situations: An ethnographic content analysis
DISCUSSANT Gerardo Patriotta

Christophe Roux-Dufort and Rickie Moore
 Reasons not to despair. A framework for learning from organizational crises
DISCUSSANT Gerardo Patriotta

Rodrigo Antônio Silveira dos Santos, Rodrigo Bandeira-de-Mello and Cristiano José Castro de Almeida Cunha
 The leadership process during an organizational crisis
DISCUSSANT Gerardo Patriotta

This session looks at the application and development of existing knowledge about crisis management, either from a theory building perspective or using a case study approach

36 Sub-theme

Organization operating at the extreme

SESSION IV Friday, July 3 09:00–10:30
LOCATION E3-B-B019

Organizational Design

CHAIR Peter McKiernan

Anna Dempster
Creative industries in extremus
DISCUSSANT Renata Kaminska-Labbé

Charlotte Fillol
Extreme behaviors stem from extreme organization – studying novelty and risk-taking behaviors in French nuclear power plants
DISCUSSANT Renata Kaminska-Labbé

Paul McGrath and Michelle O’Toole
Cellular design: A mode of organising under hostile conditions
DISCUSSANT Renata Kaminska-Labbé

Kristian Firing, Trygve J. Steiro and Jon C. Laberg
Military organization and training – suited to post modern operations?
DISCUSSANT Renata Kaminska-Labbé

This session examines how to manage the tension between organizational efficiency in large organizations and the need for flexibility, innovation or reaction

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-B-B019

Panel Session. Retrospective and Renewal: Different Perspectives on Organizational Extremes and Extreme Organizations

Arzu Iseri-Say, Boğaziçi University, Turkey
Peter McKiernan, School of Management, University of St Andrews
Bridgette Sullivan-Taylor, Warwick Business School, UK
Philippe Very, EDHEC Business School, France
David Wilson, Warwick Business School, UK

Sub-theme 36

Organization operating at the extreme

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E3-B-B019

Preparedness and Safety

CHAIR Layla Branicki

Véronique Steyer and Hervé Laroche
A predictable surprise in the making? The influenza pandemic threat and the business sector in France
DISCUSSANT Paddy O’Toole

Roger Lien, Trygve J. Steiro, Kristian Firing, Christian Moldjord and Jon C. Laberg
Decisions and emotions at the sharp end of operations
DISCUSSANT Paddy O’Toole

Per Morten Schiefloe and Kristin Mauseth Vikland
Close to catastrophe. The Snorre A gas blow-out
DISCUSSANT Paddy O’Toole

This session investigates how organizations can prepare themselves to face uncertainty and explores the link between safety research and organizational theory

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E3-B-B019

Communication and Post-Event Analysis

CHAIR Bridgette Sullivan-Taylor

Francesco Maria Barbini
Organization in disaster. International cooperation and relief activities coordination during the Indian Ocean tsunami emergency
DISCUSSANT Christophe Roux-Dufort

Hans Krause Hansen and Mikkel Flyverbom
Banalities and extremities – (anti-)corruption at the intersection of everyday practices, mediation and governance
DISCUSSANT Christophe Roux-Dufort

Dennis Schoeneborn, Patrick Haack and Andreas Georg Scherer
How terrorist organizations transcend their inherent improbability: A communication perspective on the organizational dimension of terrorism
DISCUSSANT Christophe Roux-Dufort

This session gathers research based on post-event analysis that emphasises communication and/or coordination issues in relation to scandals, terrorism and relief activities

CONVENORS Wrap up

'So What Do You Do?' The Art of Practice in the 21st Century Organization

CONVENORS Garance Maréchal, University of Liverpool Management School, UK
g.marechal@liv.ac.uk
Pierre Guillet de Monthoux, Stockholm University, Sweden. pgm@fek.su.se
Stephen Linstead, University of York, UK. sl519@york.ac.uk

SESSION I LOCATION Thursday, July 2 09:00–10:30
E2-2-212
CHAIR Stephen Linstead

Pierre Guillet de Monthoux and Antonio Strati
Artists in economy. The rise of insider art

Henrik Ferdfelt
Football

SESSION II LOCATION Thursday, July 2 11:00–12:30
E2-2-212
CHAIR Garance Marechal

Ernestina Giudici, Cinzia Dessì and Michela Floris
A fascinating challenge: Taking culture and identity as bases for sustainable socio-economic development

John Sillince and Barbara Simpson
Working identity and strategy together

Richard Weiskopf
Artistic interventions and the art of organizing: Towards an ethico-aesthetics of organizing

SESSION III LOCATION Thursday, July 2 14:00–15:30
E2-2-212
CHAIR Stephen Linstead

Lionel Garreau and Rodrigo Bandeira-de-Mello
The use of art knowledge to enhance creativity in grounded theory research

Lyvie Talon
Poetry as a relevant opportunity for managers in a post-modern perspective

David Weir
Practical poetics in the modern organisation. How experience as a practising but bad poet infuses pedagogy for practising but bad managers

'So what do you do?' The art of practice in the 21st century organization

SESSION IV LOCATION Friday, July 3 09:00–10:30
E2-2-212
CHAIR Pierre Guillet de Monthoux

Mikael Scherdin
Meaningful man – assumptions for cogitative based leadership

Dominikus Heil
Understanding and leading organizations: A hermeneutic phenomenological investigation

Niina Koivunen and Grete Wennes
The passion for sound. The leadership practices of symphony orchestra conductors

SESSION V LOCATION Friday, July 3 11:00–12:30
E2-2-212
CHAIR Garance Maréchal

Claus Springborg
The basic creative practice of perception

Tuomas Kuronen
Aesthetics of organisational epistemology: Organisational scholar as a photographer

Michel Fillippi and Franck Tannery
Aesthetics drama and strategy creation

SESSION VI Saturday, July 4 09:00–10:30
Location E2-2-212
CHAIR Pierre Guillet de Monthoux

Daniel Hjorth
Passion in convincing improvisations, or why Iago is (maybe) not an entrepreneur

Marie Le Theule and Jean-Luc Moriceau
Beyond our first understanding: Performing stories in a theater passion

Temi Darief and Richard Badham
How to stimulate critical reflection? The Brechtian V-Effekt applied to films in management education

37 Sub-theme

'So what do you do?' The art of practice in the 21st century organization

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30

E2-2-212

CHAIR Garance Maréchal

Nuria Nelli and Arturo E. Osorio

Organizational learning and the creative class: Learning creative practices to cope with perceived environmental uncertainty

Ariane Berthoin Anthal, Victor Jay Friedman and Helena Desilviya

So what do you do? Artistic interventions and the 'studio for social creativity'

David Sköld

The suppressed dynamics of transformational leadership

Sub-theme 37

'So what do you do?' The art of practice in the 21st century organization

New Ways to Work: Organizing Work and Working Practices

CONVENORS Julia Richardson, York University, Canada. jrichard@yorku.ca
Clare Kelliher, Cranfield School of Management, UK
clare.kelliher@cranfield.ac.uk

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
E2-3-317

New Ways to Work: Boundary Crossing and/or Blurring?
CHAIR Julia Richardson

Jessica Bagger, Fabiola Bertolotti and Elisa Mattarelli
Work and family: Does multi-tasking and social networks help or hurt?

Laurie Cohen, Gill Musson and Joanne Duberley
The role of space in the construction of home/work boundaries:
An auto-ethnographic analysis

Deirdre A. Anderson
Consistency and adaptability of managers working flexibly: An approach
to boundary management

DISCUSSANT Darl Kolb

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
E2-3-317

New Ways to Work: Telework
CHAIR Clare Kelliher

Raffaella Valsecchi
Control and new working practices in home-teleworking

Simon Peel and Glenda Scholefield
New ways to work and old reasons not to: Teleworking and managerial
ambivalence

Daniel Wade Clarke
Understanding processes of individual resistance to new working
practices: The case of deciding not to embrace telework

DISCUSSANT Juliet Summers

New ways to work: organizing work and working practices

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
E2-3-317

New Ways to Work: A Team Effort?
CHAIR Julia Richardson

Kari Skarholt and Marte Pettersen Buvik
New ways of working in self-managed teams: Dilemmas of shared
leadership practices

Darl Kolb and Paul D. Collins
Creative connectivity: finding flow for regeneration and innovation

Shainaz Firfiray
Bridging relational dissimilarities and team faultlines through flexible
i-deals

DISCUSSANT Steve J. Frenkel

**SESSION IV
LOCATION** Friday, July 3 09:00–10:30
E2-3-317

New Ways to Work: Remote, Flexible, Temporary and Call Centres
CHAIR Clare Kelliher

Petra M. Bosch-Sijtsema, Renate Fruchter, Matti Vartiainen
and Virpi Ruohomäki
Challenging new ways of working for remote managers

César Camisón Zornoza and Ana Villar-López
Using flexible practices in manufacturing and in organizational design:
Effects on firm performance

René Bakker, Bart Cambré and Jeroen P. de Jong
What do project leaders actually do? Understanding the performative
dimension of leadership through leader activities in temporary systems

Pascale Peters
Telecommuters: Creative or exhausted workers? A study into conditions
under which telecommuters experience flow and exhaustion

No discussant for this session. Four papers to be presented. After
presentation of all four papers there will be 30 minutes for group
discussion/Q&A

38 Sub-theme

New ways to work: organizing work and working practices

SESSION V
LOCATION

Friday, July 3 11:00–12:30
E2-3-317

New Ways to Work: Image, Identity, Commitment and Engagement
CHAIR Juila Richardson

Carol Linehan
Flexible work ... flexible selves? The impact of changing work practices on identity

Juliette Summers and Doris Ruth Eikhof
Women doing their own thing: Modern women's new ways to work?

Jennifer Wilkinson and Carol Jarvis
New working practices: Identity, agency and the emotional experience of remote working

Ursula Christine Loisch and Angelika Schmidt
The role of flexibility in the context of changing employment relations and organizational engagement

No discussant for this session. Four papers to be presented. After presentation of all four papers there will be 30 minutes for group discussion / Q&A

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E2-3-317

Exploring the Darker Side of New Ways to Work (1)
CHAIR Clare Kelliher

Stephen Frenkel, Min Li and Simon Lloyd D. Restubog
Analysing emotional exhaustion among Chinese migrant workers

Rosana Reis
Conflict or cooperation? The impact of cultural diversity on creative process within globally distributed teams responsible for development of new products – a case study of Volvo 3P in Sweden, France, Brazil and India

Jos Benders, Bart Cambré and Kasia Koziol
Why don't they buy it? Employee reluctance with flexible benefit systems

DISCUSSANT Rick Delbridge

Presenters will each have 15 mins to present their papers. This will be followed by a 15 minute presentation from the discussant and then 25 minutes for group discussion / Q&A of all presented papers.

Sub-theme 38

New ways to work: organizing work and working practices

SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E2-3-317

CHAIR Julia Richardson
Exploring the Darker Side of New Ways to Work (2)

Filomena Buonocore, Concetta Metallo, Domenico Salvatore and Maria Ferrara
Behavioural consequences of job insecurity and perceived insider status for contingent workers

Charles-Henri Besseyre des Horts, Kristine F. Dery and Judith S. MacCormick
Paradoxical consequences of the use of Blackberrys? An application of the job demand-control-support model

Rick Delbridge and Sarah Jenkins
Theorizing discretion in service work: Value discretion in a high performance call centre

DISCUSSANT Gill Musson

Presenters will each have 15 minutes to present their papers. This will be followed by a 15-minute presentation from the discussant and then 25 minutes for group discussion / Q&A of all presented papers

Breaking the Mould: The Era of Entrepreneurship in the New Career

CONVENORS Michael Dickmann, Cranfield University, School of Management, UK
m.dickmann@cranfield.ac.uk
Svetlana Khapova, VU University Amsterdam, The Netherlands
skhapova@feweb.vu.nl
Jelena Zikic, York University, Canada. jelena.zikic@atkinson.yorku.ca

SESSION I Thursday, July 2 09:00–10:30
LOCATION E1-2-21

Careers and International Assignments

CHAIR Michael Dickmann

Kaye Thorn
Internationalism: An entrepreneurial career anchor guiding self-initiated mobility?

PRESENTER Noeleen Doherty

Noeleen Doherty and Betsy Osborne
International assignments in the third sector

PRESENTER Kaye Thorn

DISCUSSANT Hugh Gunz

Breaking the mould: the era of entrepreneurship in the new career

SESSION II Thursday, July 2 11:00–12:30

LOCATION E1-2-21

Career Success and Predictors

CHAIR Svetlana Khapova

Monique Valcour

Taking a broader view of careers: Predictors of objective and subjective career success among hourly workers

PRESENTER Nicky Dries

Jean Pralong, Anne Gombault, Françoise Liot, Jean-Yves Agard and Catherine Morel

Artist's career success and career management competence:

An exploratory study in a French region

PRESENTER Yuhee Jung

Yuhee Jung and Norihiko Takeuchi

Career planning, leader-member exchange relationship, and gender: How do they interact to enhance subjective career success?

PRESENTER Monique Valcour

Nicky Dries, Stijn Van Loo and Roland Pepermans

Towards a truly subjective conception of career success

PRESENTER Jean Pralong

DISCUSSANT Tim Hall

SESSION III Thursday, July 2 14:00–15:30

LOCATION E1-2-21

Teaching and Coaching Careers

CHAIR Jelena Zikic

Konstantin Korotov

Liminality and executive coaching: A career entrepreneurship perspective

PRESENTER Laura Guillén

Laura Guillén and Herminia Ibarra

Seasons of a leader's development: Beyond a one-size-fits-all approach to designing interventions

PRESENTER Polly Parker

William J. O'Neill, Michael B. Arthur, Svetlana N. Khapova

Listening to the career entrepreneur

PRESENTER Konstantin Korotov

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

Peer coaching through learning teams

PRESENTER William J. O'Neill

DISCUSSANT Noeleen Doherty

39 Sub-theme

Breaking the mould: the era of entrepreneurship in the new career

SESSION IV Friday, July 3 09:00–10:30
LOCATION E1-2-21

Careers and Countries

CHAIR Michael Dickmann

Soo Min Toh, Hugh P. Gunz
Culture's influence on responses to social undermining in the workplace:
Career implications for new immigrants
PRESENTER Sowon Kim

Sowon Kim
An entrepreneurial approach towards careers: Opening the black box of
networking
PRESENTER Jon P. Briscoe

Burak Koyuncu, Monika Hamori, Samy Dana
Does distance matter? The host country of international assignments and
career outcomes
PRESENTER Soo Min Toh

Jon P. Briscoe, Julie Unite, Katharina Chudzikowski, Ociel Colorado,
Barbara Demel, Douglas T. Hall, Mireia Las Heras, Wolfgang Mayrhofer,
Biljana Bogicevic Milikic, Enrique Ogliastrri, Mami Taniguchi, Shen Yan
and Jelena Zikic
Orientations to career transitions: A cross-cultural framework for
understanding their impact
PRESENTER Burak Koyuncu

DISCUSSANT Yehuda Baruch

SESSION V Friday, July 3 11:00–12:30
LOCATION E1-2-21

Moving Forward Career Studies

CHAIR Jelena Zikic

Hugh Gunz and Wolfgang Mayrhofer
Towards organizing career studies: Condition, boundary and time
PRESENTER Yehuda Baruch

Yehuda Baruch
If it is so good, why are things so bad? The dark side of new careers
PRESENTER Cécile Tschopp

Cécile Tschopp, Marius Gerber and Gudela Grote
The new career: Are career changes the norm?
PRESENTER Hugh Gunz

DISCUSSANT Michael Arthur

Sub-theme 39

Breaking the mould: the era of entrepreneurship in the new career

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E1-2-21

Passion for Careers – Creative Career Narratives

CHAIR Svetlana Khapova

Jelena Zikic and Luciana Turchick Hakak
Creative careers of immigrant professionals: Identity struggles between
craft and adaptability
PRESENTER Marijke Verbruggen

Marijke Verbruggen, Anneleen Forrier and Sophie De Winne
Self-employment as a path with a heart
PRESENTER Anna Nikina

Anna Nikina, Lois M. Shelton, Séverine Le Loarne
A husband of an entrepreneur – mission impossible? The impacts of a
wife's role as an entrepreneur on the husband's role as a leader and
a provider
PRESENTER Luciana Turchick Hakak

DISCUSSANT Polly Parker

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E1-2-21

Round Table Discussion on the Future of Careers

Possible table members: Polly Parker, Wolfgang Mayrhofer, Tim Hall,
Hugh Gunz, Michael Arthur, Yehuda Baruch

Svetlana Khapova, Jelena Zikic and Noeleen Doherty
Looking forward: EGOS 2010 in Lisbon

Leveraging Cultural Dynamics: the Roles of International Assignments and Intercultural Competence

CONVENORS Yih-Teen Lee, IESE Business School, Spain. ylee@iese.edu
B. Sebastian Reiche, IESE Business School, Spain. sreiche@iese.edu
Michael Morley, Kemmy Business School, University of Limerick, Ireland michael.morley@ul.ie

SESSION I LOCATION Thursday, 2 July 09:00–10:30
E3-1-1017

Setting the Stage for Leveraging Cultural Dynamics

KEYNOTE SPEAKERS (IN ALPHABETICAL ORDER)

Wolfgang Mayrhofer
Susan Schneider
Günter K. Stahl
David C. Thomas

MODERATORS Michael Morley, B. Sebastian Reiche, Yih-Teen Lee

SESSION II LOCATION Thursday, 2 July 11:00–12:30
E3-1-1017

Intercultural Competence and International Encounters

CHAIR B. Sebastian Reiche

Sylvie Chevrier
Going international, getting competent: forms of international assignments and associated skills of expatriates

Marlin Abdul Malek and Pawan Budhwar
Intelligences and expatriation

Guilherme Azevedo
An interdisciplinary review of cultural encounters – some homework prior to addressing the international assignment

Beatriz Maria Braga Lacombe and Edson Keyso de Miranda Kubo
Demystifying the relationship between intercultural adjustment and effectiveness in international assignments: Reflections on Japanese expatriate managers

Leveraging cultural dynamics: the roles of international assignments and intercultural competence

SESSION III LOCATION Thursday, 2 July 14:00–15:30
E3-1-1017

Forms of International Assignments

CHAIR Michael Morley

Anne-Marie Søderberg and Mette Zølner
Cultural learning processes through international short-term assignments. Individual motivations, functional roles and organizational outcomes

Helene Mayerhofer, Barbara Müller and Angelika Schmidt
Working in polycontextual environments: An empirical analysis of flexpatriates' lifestyle and consequences arising for HRM

Ruth Maria Stock-Homburg and Nadine Ringwald
Expatriate leaders' cross-cultural uncertainty

Michael Harvey, B. Sebastian Reiche and Miriam Moeller
Developing effective global relationships through staffing with in-patriate managers: The role of interpersonal trust

SESSION IV LOCATION Friday, July 3 09:00–10:30
E3-1-1017

International Assignments and Knowledge Dynamics

CHAIR Yih-Teen Lee

Mark Mortensen and Tsedal Beyene
Why do firsthand experience and international assignments matter in global collaboration?

Christoph Barmeyer and Eric Davoine
Organizational learning through the intercultural experiences/competencies of repatriates? The process of intercultural knowledge transfer in a German multinational

Uwe Wilkesmann, Heike Fisher and Maximiliane Wilkesmann
Cultural characteristics of knowledge transfer and cultural competences that international assignees require in Hong Kong and Germany

40 Sub-theme

Leveraging cultural dynamics: the roles of international assignments and intercultural competence

SESSION V Friday, July 3 11:00–12:30
LOCATION E3-1-1017

Cross-Cultural Interactions and Values

CHAIR B. Sebastian Reiche

Tineke Cappellen and Maddy Janssens
From globalization to the global manager: What does global actually mean?

Günter K. Stahl, Nicola M. Pless and Thomas Maak
Approaches to corporate social responsibility in global organizations and their implications for international assignees: Towards a model of transnational responsible leadership

Steve Mckenna and Tina Jung-Ying Cai
Sea turtles? Returning Chinese expatriate managers and the lure of home

Albert Vollmer and Patricia Wolf
Intercultural conflict: Conflict management styles and communication success in a Russian-Western European project

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E3-1-1017

Boundary Spanning and Identities

CHAIR Yih-Teen Lee

Ying Zhang
Identity dynamics in international collaborations

Noriko Yagi and Jill Kleinberg
An ethnographic perspective on boundary spanning in a binational organization

Nuno Guimarães-Costa and Miguel Pina e Cunha
Defining the boundaries of expatriates' ethical behavior: Towards a model of the most relevant community

Sub-theme 40

Leveraging cultural dynamics: the roles of international assignments and intercultural competence

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E3-1-1017

Intercultural Competence and Identities

CHAIR Michael Morley

Stacey R. Fitzsimmons
A map of multicultural identity patterns

Hae-jung Hong
Bicultural competence and its impact on team effectiveness

Yih-Teen Lee, Aline D. Masuda and Pablo Cardona
Leadership emergency and cultural competencies in multicultural teams: The interplay of self, host and global cultural identities

Equality and Diversity in Organization Studies: Discovering New Notions by Revisiting Common Discourses

CONVENORS Regine Bendl, Vienna University of Economics and Business Administration, Austria. regine.bendl@wu.ac.at
Mustafa Özbilgin, University of East Anglia, UK. m.ozbilgin@uea.ac.uk
Judith Pringle, Auckland University of Technology, New Zealand
judith.pringle@aut.ac.nz

SESSION I LOCATION Thursday, July 2 09:00–10:30
E2-3-302

Gender Equality

Nirit Toshav-Eichner and Michal Frenkel
Mainstreaming in action: State fragmentation and the implementation of family policies for the protection of pregnant women in the Israeli labour market

DISCUSSANTS Conxita Folguera, Laura Lamolla and Carlos Obeso

Camilla Quental
Breaking the glass ceiling in professional services firms: The experience of women partners in France

DISCUSSANT Nirit Toshav-Eichner

Conxita Folguera, Laura Lamolla and Carlos Obeso
The discourses on gender and work at Ferrofet Catalana. Why do we not learn from best practices?

DISCUSSANT Camilla Quental

SESSION II LOCATION Thursday, July 2 11:00–12:30
E2-3-302

Gender Equality

Anja Kirsch
Women in the matrix: Implementing gender equality in the German service sector union ver.di

DISCUSSANTS Saija Katila and Päivi Eriksson

Ine Gremmen and Yvonne Benschop
Contested networks: Discourses of diversity in professional women's networks

DISCUSSANT Anja Kirsch

Saija Katila and Päivi Eriksson
Competent but not so caring - positioning female and male managers

DISCUSSANTS Ine Gremmen and Yvonne Benschop

Equality and diversity in organization studies: discovering new notions by revisiting common discourses

SESSION III LOCATION Thursday, July 2 14:00–15:30
E2-3-302
Change

Kathy Sanderson, Jean Helms Mills and Albert J. Mills
Riding the second wave: Organizing feminism and organizational discourse – Stewardesses for women's rights

DISCUSSANTS Myrtle Bell, Mustafa Özbilgin, Olca Survevil and Alexandra Beauregard

Ulla Eriksson-Zetterquist and David Renemark
From knowing to doing? A study of gender equality change

DISCUSSANTS Kathy Sandersson, Jean Helms Mills and Albert Mills

Myrtle Bell, Mustafa Özbilgin, Olca Survevil and Alexandra Beauregard
Diversity, voice, and silence in 21st century organizations

DISCUSSANTS Ulla Eriksson-Zetterquist and David Renemark

SESSION IV LOCATION Friday, July 3 09:00–10:30
E2-3-302

Identity and Body

Ruth Simpson
Gender, identity and dirty work: How men manage taint in nursing care

DISCUSSANTS Deborah Jones and Sally Riad

Susan Meriläinen, Charlotte Holgersson, Janne Tienari and Pia Höök
Headhunters, competence and the body: A cross-cultural study of executive search consultants' talk on differences that matter

DISCUSSANT Ruth Simpson

Deborah Jones and Sally Riad
Invoking Black Athena to revisit 'diversity' and 'organizations'

DISCUSSANTS Susan Meriläinen, Charlotte Holgersson, Janne Tienari and Pia Höök

41 Sub-theme

Equality and diversity in organization studies: discovering new notions by revisiting common discourses

SESSION V Friday, July 3 11:00–12:30
LOCATION E2-3-302

Ethnicity

Douglas Creed and Deborah Jones
Bicultural practice in Aotearoa/New Zealand: Reconfiguring diversity, culture, power

DISCUSSANTS Koen Van Laer and Maddy Janssens

Deirdre Tedmanson, Lia Bryant and Caroline Essers
Creative Intersections. Narratives of identity: Gender, ethnicity, Islam and entrepreneurship

DISCUSSANTS Douglas Creed and Deborah Jones

Koen Van Laer and Maddy Janssens
Minority professionals' experiences with subtle, everyday racism in the workplace

DISCUSSANTS Deirdre Tedmanson, Lia Bryant and Caroline Essers

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E2-3-302

Diversity

Elina Henttonen
Interpretations of technology in small ICT companies with women owner-managers

DISCUSSANT Roswitha Hofmann

Rossella Riccò
Shedding light on the Italian way to diversity management. An empirical analysis

DISCUSSANT Elina Henttonen

Roswitha Hofmann
The Austrian discourse on diversity management: Trading zones and boundary objects

DISCUSSANT Rosella Riccò

Sub-theme 41

Equality and diversity in organization studies: discovering new notions by revisiting common discourses

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E2-3-302

Universities

Susanne E. Beijer, M.L. (Marloes) van Engen and Inge L. Bleijenbergh
Mothers and fathers in Dutch academia: Coping strategies for combing the calls of science and parenthood

DISCUSSANTS Marieke van den Brink and Yvonne Benschop

Marieke van den Brink and Yvonne Benschop
The dynamics of gender practices in different academic contexts

DISCUSSANTS Saija Katila and Susan Meriläinen

Saja Katila and Susan Meriläinen
Practice-based knowing and identity work: from nice girls to professional bitches

DISCUSSANTS Susanne E. Beijer, M.L. (Marloes) van Engen and Inge L. Bleijenbergh

Psychoanalysis in Search of Meaning: Love, Hate and Desire for Knowledge in Organizations

CONVENORS Marianna Fotaki, Manchester Business School, The University of Manchester, UK. mfortaki@mbs.ac.uk
Steen Visholm, Roskilde University, Denmark, svisholm@ruc.dk

SESSION I LOCATION Thursday, July 2 09:00–10:30
E3-B-B007
Setting the Scene

Marianna Fotaki and Steen Visholm
Why love and hate for knowledge and why psychoanalysis?

Peter Simpson, Robert French, and Rob Sheffield
Creative development in Bion's work group: The desire for knowledge and the pursuit of truth

SESSION II LOCATION Thursday, July 2 11:00–12:30
E3-B-B007
Desiring Subjects in Organisations

Adela Barabasz
Organizational personality: Its application in management practice

Petra Nylund
The desire for knowledge transfer

SESSION III LOCATION Thursday, July 2 14:00–15:30
E3-B-B007
Passion, Knowledge and Power

Sharon Mason
The underground economy of passion in organizations

Isleide Arruda Fontenelle
The passion for the real: Innovation, ideology and critique in Slavoj Zizek

Psychoanalysis in search of meaning: love, hate and desire for knowledge in organizations

SESSION IV LOCATION Friday, July 3 09:00–10:30
E3-B-B007
Frameworks, Boundaries and Innovation

Laurence de Carlo and Maryse Dubouloy

The negotiation's framework: Towards integration, containment and creativity in organizational and inter-organizational conflicts

Zeynep Ozsoy and Banu Buyukkal
Boundaries and constancy in post-modern organizations from a psychoanalytic view

SESSION V LOCATION Friday, July 3 11:00–12:30
E3-B-B007
Learning: Creativity and Destruction

Jean-Claude Sardas and Cédric Dalmaso
The interplay of identity dynamics in organizations: learning processes and transitional space

Gilles Amado and Pauline Fatien
Value of ambiguity. The case of executive coaching

SESSION VI LOCATION Saturday, July 4 09:00–10:30
E3-B-B007
Morality, Emancipation and Transitional Space

Gianpiero Petriglieri and Mark Stein
The undesired self. Projective identification in leaders' identity work: The case of Gucci

Elen Riot and Bernard Ramanantsoa
L'Oréal: Tearing out the good enough mother's hair

SESSION VII LOCATION Saturday, July 4 11:00–12:30
E3-B-B007

Jonathan Gosling and Peter Case
Desire, forgetfulness and play in transitional spaces: The moral craft of self-management in taking up a role

Marianna Fotaki and Steen Visholm
Where do we move from there?
Reflections: Where do we go from here?

Discussion: 'Organization Studies' special issue on 'Psychoanalytic perspectives on organizations: What can psychoanalysis offer organization studies today?'

Historical Perspectives in Organization Studies

CONVENORS Behlül Üsdiken, Sabanci University, Istanbul, Turkey
 behlul@sabanciuniv.edu.tr
 Matthias Kipping, Schulich School of Business, York University, Canada
 mkippling@schulich.yorku.ca
 Lars Engwall, Uppsala University, Sweden. lars.engwall@fek.uu.se

**SESSION I
LOCATION** Thursday, July 2 09:00–10:30
 E1-2-23

Business, Corporate and Organizational History

Mick Rowlinson and John Hassard
 Business history and corporate history
DISCUSSANT Christopher M. Hartt or Albert J. Mills or Jean Helms Mills

Elena Ponzoni and Kees Boersma
 Writing history for the business man. The development of business history
 between 'old' and 'new' production of knowledge
DISCUSSANT Mick Rowlinson or John Hassard

Christopher M. Hartt, Albert J. Mills, Jean Helms Mills
 and Gabrielle Durepos
 Guiding the space age from the ground up: Pan Am, Cold War and guided
 missiles
DISCUSSANT Kees Boersma

**SESSION II
LOCATION** Thursday, July 2 11:00–12:30
 E1-2-23

Organizational History, Tradition and Memory

William M. Foster, Roy S. Suddaby and Elden M. Wiebe
 Organizational history and tradition: Can it be the source of a sustained
 competitive advantage?
DISCUSSANT Olof Brunninge

Maria Lusiani and Luca Zan
 100 years of administrative history at 'International Museum of Ceramics
 in Faenza': Change and continuity in managerial processes and discourse
DISCUSSANT William M. Foster or Roy S. Suddaby

Olof Brunninge, Björn Kjellander and Jenny Helin
 Corporate museums as creators of organizational memory
DISCUSSANT Maria Lusiani or Luca Zan

Historical perspectives in organization studies

**SESSION III
LOCATION** Thursday, July 2 14:00–15:30
 E1-2-23

Imprinting and Path Dependency

Kirsten Thommes and Simon Oertel
 You can't teach an old dog new tricks, can you? The influence of
 imprinting on the survival chances of organizations
DISCUSSANT Jörg Sydow

Jörg Sydow and Georg Schreyögg
 Organizational paths: How history matters in organizations
DISCUSSANT Charles Harvey or Mairi Maclean

Charles Harvey, Andrew Pettigrew and Mairi Maclean
 Modelling path dependence: Time and structure in strategic change
DISCUSSANT Kirsten Thommes or Simon Oertel

**SESSION IV
LOCATION** Friday, July 3 08:30–10:30
 E1-2-23

History and Evolution of Organization Studies

Lise Arena
 The emergence of organisation studies in Oxford University (1949-1983):
 A historical unintended ironic consequence?
DISCUSSANT Bernadette Bullinger or Alfred Kieser or
 Simone Schiller-Merkens

Eric Maton
 A scientization or scientification of organization studies since the 1950s?
 An analysis of graphics and key terms in the ASQ (1956-2008)
DISCUSSANT Suleika Bort

Bernadette Bullinger, Alfred Kieser and Simone Schiller-Merkens
 Navigating between Scylla and Charybdis: Business schools trying to make
 research more relevant while maintaining high standards of rigour
DISCUSSANT Eric Maton

Suleika Bort
 The creation of organization studies studies
DISCUSSANT Lise Arena

43 Sub-theme

Historical perspectives in organization studies

SESSION V Friday, July 3 11:00–12:30
LOCATION E1-2-23

Institutionalization and De-institutionalization Processes

Aya S. Chacar and W. Schneper
A process theory of institutionalization: Drawing on a historical analysis of major league baseball
DISCUSSANT John Connolly

John Connolly and Paddy Dolan
Organizational centralization as figurational dynamics: Movements and countermovements in an Irish sports organization
DISCUSSANT Pascale Trompette

Pascale Trompette
Institutional change and competition dynamics on local markets. The history of the funeral market in France (XIX-XX century)
DISCUSSANT Aya S. Chacar or W. Schneper

SESSION VI Saturday, July 4 09:00–10:30
LOCATION E1-2-23

International Transfer of Organizational Forms and Management Practices

Bruce Kogut and Alicja Pluta
The multidivisional structure: Did its international diffusion follow a random walk?
DISCUSSANT Janset Özen Aytemur

Janset Özen Aytemur
Setting up a new organizational form through importation: The creation of Turkish state economic enterprises, 1933-1946
DISCUSSANT Simo Järvelä

Simo Järvelä and Kai Luotonen
Comprehensive rationalization of the production process as a pre-condition for the use of Bedaux system in a Finnish porcelain factory during the 1920s and 1930s
DISCUSSANT Alicja Pluta

Sub-theme 43

Historical perspectives in organization studies

SESSION VII Saturday, July 4 11:00–12:30
LOCATION E1-2-23

Culture, Religion and Management History

Alistair Mutch
Modernist architecture and scientific management: Exploring the British experience
DISCUSSANT Eve Lamendour

Eve Lamendour
Representing management: The art of visibility. A history of the representation of management in the movies, 1895-2005
DISCUSSANT François-Xavier de Vaujany

François-Xavier de Vaujany
A new perspective on the genealogy of collective action through the history of religious organisations
DISCUSSANT Alistair Mutch

New Sites/Sights in Organization: Changing Orientations in Organization Studies

CONVENORS Damian O’Doherty, Manchester Business School, UK
damian.odoherty@mbs.ac.uk
Christian De Cock, Swansea University, UK. C.De-Cock@swansea.ac.uk
Alf Rehn, Åbo Akademi University, Finland. alfrehn@mac.com

SESSION I LOCATION Thursday, July 2 09:00–10:30
E2-1-119

Placing Organization (Studies)
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn

Stephen Cummings, Duncan Angwin and David Stewart
Stratography: The art of understanding organizational terrain

Jana Costas
‘In the nowhere’ – exploring identity experiences in ‘non-places’ of contemporary

Martin Wood and Sally Brown
Lines of flight: Everyday resistance along England’s backbone

SESSION II LOCATION Thursday, July 2 11:00–12:30
E2-1-119

New Sites for Organization Studies
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn

Peter Fleming
Shitty work: The prize and kingdom of dirt

Donncha Kavanagh, Carmen Kuhling and Kieran Keohane
Children and organization

Helen Nicholson and Brigid Carroll
Out of office: The leadership development workshop as a new organisational site

New sites/sights in organization: changing orientations in organization studies

SESSION III LOCATION Thursday, July 2 14:00–15:30
E2-1-119

Rethinking and Redrawing the Boundaries
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn

John Hassard and Mick Rowlinson
Corporate sites of memory

Carl Rhodes and Alison Pullen and Mary Phillips
‘Out of sight’: Reflexivity and gendering in the methodology and politics of organization studies

Martyna Sliwa and Kat Riach
Scents of a city: Towards an olfactorial understanding of post-socialist transition

Chris McLean
Rethinking organizational energy

This session is planned to go on a bit longer than officially stated, due to having four papers

SESSION IV LOCATION Friday, July 3 09:00–10:30
E2-1-119

Sites and Cities of Organization
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn

Geoffrey Lightfoot, Angus Cameron, Simon Lilley and Steven D. Brown
Local sights, city sites: Postsociality and the xeno-economy

Sarah Hall and Lindsey Appleyard
‘City of London, City of Learning’? Placing business education within the varieties of capitalism

Andrew Chan
Once derelict sites, now tourist sights: Genealogies of power/knowledge heterotopias in Chinese metropolises

44 Sub-theme

New sites/sights in organization: changing orientations in organization studies

**SESSION V
LOCATION**

Friday, July 3 11:00–12:30
E2-1-119

A Movable Feast

CHAIR Christian De Cock, Damian O'Doherty and Alf Rehn

Michael B. Elmes, Gail Whiteman and Greig Tor Guthey
Essai: Placing organizations

Marcus Lindahl
The vanishing organization – some remarks concerning organization and an English flower garden

Ann Rippin
Fieldnotes

**SESSION VI
LOCATION**

Saturday, July 4 09:00–10:30
E2-1-119

Of Processes and Phenomena

CHAIR Christian De Cock, Damian O'Doherty and Alf Rehn

Dionysis D. Dionysiou and Haridimos Tsoukas
Organization as an emergent accomplishment

Sverre Spoelstra and Stephen Dunne
Is leadership a visible phenomenon?

Eerika Saaristo
Creating an illusion of life. A study of organisation and organising of animation production

**SESSION VII
LOCATION**

Saturday, July 4 11:00–12:30
E2-1-119

Unrest in the Borderlands

CHAIR Christian De Cock, Damian O'Doherty and Alf Rehn

Sara Louise Muhr
Rituals of transition: An empirical analysis of the liminal space of re-placement

Elen Riot and Philippe Riot
Sark: The winter of our discontent

Timon Beyes
Ambiguity machine. Polemical scenes in Vienna or The art and politics of disorganizing urban space

Sub-theme 44

New sites/sights in organization: changing orientations in organization studies

Energizing the Study of Organizations and Organizing I

CONVENORS Miguel Pina e Cunha, Faculdade de Economia, Universidade Nova de Lisboa, Portugal. mpc@fe.unl.pt
 François Collet, ESADE Business School, Barcelona, Spain
francois.collet@esade.edu

SESSION I LOCATION Thursday, July 2 09:00–10:30
 E1-1-13

Networks, Academics and Practitioners

CHAIR Miguel Pina e Cunha

Boris Alexander Ricken
 Making social network research more relevant for practitioners
DISCUSSANT Ann-Christine Schulz

Elisa Vuori
 Business ecosystems model as a strategic view on business networks
DISCUSSANT Julian Cardenas

Julian Cardenas
 Corporate networks around the world
DISCUSSANT Elisa Vuori

Ann-Christine Schulz, Markus Göbel and Alexander T. Nicolai
 Sweet harmony or clash of cultures? How practitioners and academics evaluate manuscript submissions for the 'ZFO'
DISCUSSANT Boris Alexander Ricken

Energizing the study of organizations and organizing I

SESSION II LOCATION

Thursday, July 2 11:00–12:30
 E1-1-13

Inter-Organizational Networks

CHAIR François Collet

Mark Ebers and Leon A.G. Oerlemans
 Hybrids or distinct organizational forms? An empirical analysis of the spectrum of governance structures beyond market and hierarchy
DISCUSSANT Alberto Monti

Raquel Camprubi, Merce Bernardo, Jaume Guia and Jaume Valls
 A social network approach to managing innovation in hospitals
DISCUSSANT Valmir Emil Hoffmann

Valmir Emil Hoffmann
 Competitiveness in clustered firm networks: A strategic resource availability analysis
DISCUSSANT Raquel Camprubi

Alberto Monti
 Identity assimilation and social networks in organizations: An empirical study of social identities across multiple organizational targets
DISCUSSANT Mark Ebers

SESSION III LOCATION

Thursday, July 2 14:00–15:30
 E1-1-13

Parallel Stream A: Institutionalization

CHAIR François Collet

Hélène Peton and Antoine Blanc
 Deinstitutionalization as a cumulative process: The role of successive struggles in the case of a 'magic mineral'
DISCUSSANT Silvana Revellino:

Kyoung-Hee Yu
 Organizational structures and ideational conflict in the process of institutional change
DISCUSSANT Ann Westenholz

Silvana Revellino and Jan Mouritsen
 Knowing-in-practice: Sociomaterial mediators and the constitution of institutionalized practices
DISCUSSANT Antoine Blanc

Ann Westenholz
 Linking institutional logics and occurrences by performances. The case of a software phenomenon 'TYPO3'
DISCUSSANT Kyoung-Hee Yu

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Energizing the study of organizations and organizing I

SESSION III
LOCATION

Thursday, July 2 14:00–15:30
E1-2-27

**Parallel stream B:
Emotions, Decision Making and Structuration**

CHAIR Miguel Pina e Cunha

Dirk Lindebaum and Keith Julian
Blurred boundaries: Organizational standards, norms and the commodification of emotions at work
DISCUSSANT Caroline Anne Clarke

Caroline Anne Clarke and Stephen Fineman
'What we had to do was brutal': An exploration of the emotionologies surrounding downsizing
DISCUSSANT Dirk Lindebaum

Said Elbanna
Antecedents of performance: Comprehensiveness, extensiveness and slack
DISCUSSANT Frank den Hond

Frank den Hond, F. Kees Boersma, Leonie Heres, Eelke H.J. Kroes and Emmie van Oirschot
Giddens à la carte? Appraising empirical applications of structuration theory in organization studies
DISCUSSANT Said Elbanna

SESSION IV
LOCATION

Friday, July 3 09:00–10:30
E1-1-13

Organizational Change

CHAIR Miguel Pina e Cunha

Fernando Nieto Morales and Liesbet Heyse
Triggering change: Does it matter if an organization is public or private?
DISCUSSANT Jordi Trullén

Jordi Trullén and Joan Rodon
Exploring institutional influences on identity tensions during the design of a new curriculum
DISCUSSANT Fernando Nieto Morales

Aurélie Leclercq
Power dynamics in organizational change: A Foucauldian approach
DISCUSSANT Lea Ellwardt

Lea Ellwardt, Rafael Wittek and Rudi Wielers
Resistance to organizational change and workplace gossip about managers
DISCUSSANT Aurélie Leclercq

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Energizing the study of organizations and organizing I

SESSION V
LOCATION

Friday, July 3 11:00–12:30
E1-1-13

Team and Leadership

CHAIR François Collet

Mark Mortensen
From teams to trajectories: A new theory of collaboration in light of the changing nature of work
DISCUSSANT Alan R.R. Johnson

Alan R.R. Johnson
Motivation in teams: Interpersonal, transition, and action process antecedents and consequences in new ventures over time
DISCUSSANT Mark Mortensen

Wendy Reid and Rekha Karambayya
Conflict and trust in dual executive leadership in cultural organizations: Micro-macro dynamics
DISCUSSANT Ignacio G. Vaccaro

Ignacio G. Vaccaro, Justin J.P. Jansen, Frans A.J. van den Bosch and Henk H. Volberda
How does the top management team influence management innovation?
DISCUSSANT Wendy Reid

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E1-1-13

Institutions

CHAIR Miguel Pina e Cunha

Roger Schoenman
Varieties of informal capitalism: Business and politicians building new markets and states
DISCUSSANT Luh Luh Lan

Simon Oertel and Peter Walgenbach
License to survive: The effect of master certificates on the survival chances of organizations
DISCUSSANT Antonio Rufino Costa

Antonio Rufino Costa
Insertion of local suppliers as source of performance in transaction costs and legitimacy: Case study in the production chain of oil and gas from Rio Grande do Norte
DISCUSSANT Simon Oertel

Luh Luh Lan and Loizos Heracleous
Re-considering agency theory and its application to corporate governance
DISCUSSANT Roger Schoenman

**SESSION VII
LOCATION**

Saturday, July 4 11:00–12:30
E1-1-13

Boards and Ownership

CHAIR François Collet

Dmitri Melkumov

Board composition, concentrated ownership and the impact of the state:
Russian evidence

DISCUSSANT José Luis Rivas

José Luis Rivas, Monika Hamori and Margarita Mayo

Board demography and firm internationalization

DISCUSSANT Dmitri Melkumov

Sujit Sur

For whom the firm toils? Exploring the ownership-governance-performance
relationships

DISCUSSANT Stephan Manning

Stephan Manning

Emerging capability or continuous challenge? Managing interfaces in
shifting global engineering networks

DISCUSSANT Sujit Sur

Energizing the Study of Organizations and Organizing II

CONVENORS Heidi Dahles, VU University Amsterdam, The Netherlands
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**SESSION I
LOCATION** Thursda 2 July 09:00–10:30
E1-2-26

Sustainability, CSR and Social Entrepreneurship

CHAIR Heidi Dahles

Sara B. Soderstrom and Klaus Weber
The evolution of organizational sustainability agendas
DISCUSSANT Marc Vilanova

Marc Vilanova
The responsible competitive paradox
DISCUSSANT Jordi Comas

Maria Joutsenvirta and Eero Vaara
Corporate social responsibility as discursive struggle: A critical discourse analysis of the legitimation of a contested corporate investment in Latin America
DISCUSSANT Sara Soderstrom

Jordi Comas
Technology and the perpetual tension between bridging and cohesion for social entrepreneurs
DISCUSSANT Maria Joutsenvirta

Eduardo Diniz, Marlei Pozzebon and Martin Jayo
Social innovations in the Brazilian banking area: Using correspondents to increase microcredit delivery
DISCUSSANT Heidi Dahles

Energizing the study of organizations and organizing II

**SESSION II
LOCATION**

Thursday, July 2 11:00–12:30

E1-2-26

Sustainability and Change

CHAIR Heidi Dahles

Tomislav Rimac and Johanna Mair
Bridging institutional theory and social deviance literature: A perspective on institutional innovation
DISCUSSANT Masaru Karube

Lisa Hehenberger and Johanna Mair
Not a field, not an industry . . . what then? Using the community as a level of analysis to study the genesis of field formation
DISCUSSANT Tomislav Rimac

Ashly H. Pinnington and Jorgen Sandberg
Historical Transitions in the individual and organizational capabilities of professional competence
DISCUSSANT Lisa Hehenberger

Masaru Karube, Toshihiko Kato and Tsuyoshi Numagami
A new perspective on organizational deterioration with Japanese firms
DISCUSSANT Ashly H. Pinnington

**SESSION III
LOCATION**

Thursday, July 2 14:00–15:30

E1-2-26

Parallel Stream A:**Historical Perspectives on Organizational Culture**

CHAIR Jordi Trullén

Daniel J. Pardini, Carlos Alberto Gonçalves and Renata Veloso Santos
Historical perspective in the context of organizational culture and acquisition studies
DISCUSSANT Özlem Öz

Armi Temmes and Liisa Välikangas
Attention dynamics and creeping outcomes: A longitudinal case study of attention in decision-making
DISCUSSANT Daniel J. Pardini

Özlem Öz and Mine Eder
Istanbul transforming: The case of neighbourhood bazaars
DISCUSSANT Armi Temmes

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SESSION III
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Thursday, July 2 14:00–15:30
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**Parallel stream B:
(Organizational) Culture**
CHAIR Heidi Dahles

Takaya Kawamura, Chisako Takashima, Yusuke Inque, Tamaki Bitoh and Yuyin Yamada
The role of vegetables in the creation of national dietary culture. An activity theoretical analysis of the transformation of Japanese home cooking in the 1960s and 1970s
DISCUSSANT Päivi Ristimäki

Päivi Ristimäki
Breaking away from the old – an ICT company in a turning point
DISCUSSANT Richard Soparnot

Richard Soparnot and Héléna Karjalainen
Interpersonal cooperation in multicultural organizations
DISCUSSANT Takaya Kawamura

SESSION IV
LOCATION

Friday 3 June 09:00–10:30
E1-2-26

Work and Play
CHAIR Jordi Trullén

Arthur Gautier and Philippe Eynaud
When nonprofits rally to change public policies: An inter-organizational IT platform in the field of popular music
DISCUSSANT Jost Sieweke

Guillaume Soenen
Community of practice: Metaphor or real phenomena?
DISCUSSANT Damian Makowski

Carolyn Hunter, Dariusz Jemielniak, Damian Makowski and Agnieszka Postuła
Work hard, play soft. Software engineers' leisure on the job
DISCUSSANT Guillaume Soenen

Jost Sieweke and Michael Mohe
From game to commodity: The history of football in England and Germany
DISCUSSANT Philippe Eynaud

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SESSION V
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Friday 3 June 11:00–12:30
E1-2-26

Ambidexterity
CHAIR Heidi Dahles

Olli-Pekka Kauppila
Interorganizational partnering and organizational ambidexterity: Direct effects and the moderating role of environmental dynamism
DISCUSSANT Mélanie Antoine

Mélanie Antoine and Julie Degre
Understanding the controversies of inter-organisational ambidexterity with actor-network theory
DISCUSSANT Michiel P. Tempelaar

Michiel P. Tempelaar, Justin J.P. Jansen, Frans A.J. van den Bosch and Henk W. Volberda
Exploration-exploitation in a self-managed environment
DISCUSSANT Olli-Pekka Kauppila

SESSION VI
LOCATION

Saturday, July 4 09:00–10:30
E1-2-26

Discourses of Innovation
CHAIR Heidi Dahles

Achim Oberg and Tino Schöllhorn
Symbolic value by topic and references in organizational self-representations on the www
DISCUSSANT András Tilcsik

Dominika Wruk, Florian Scheiber and Achim Oberg
Diversity of management labels on organizational self-representations on the internet: A reflection of multiple expectations?
DISCUSSANT Heidi Dahles

András Tilcsik
Insiders' curse, outsiders' blessing: The contingent effect of process management on creativity
DISCUSSANT Achim Oberg

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SESSION VII
LOCATION

Saturday, July 4 11:00–12:30
E1-2-26

Careers in Motion

CHAIR Jordi Trullén

Miguel Pina e Cunha, Rita Campos e Cunha, Paulo J. Gomes,
Arménio Rego and Pedro Teixeira Santos

Rhythm and organization studies: Learning from biology and music theory

DISCUSSANT Birgit Apitzsch

Matthew Bidwell and Forrest Briscoe

Dynamics of inter-organizational careers

DISCUSSANT Pedro Santos

Birgit Apitzsch and Lovisa Näslund

Prerequisites for passion: The role of formal training for careers in creative
industries

DISCUSSANT Matthew Bidwell

Sub-theme 46

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KEY:

EC = Early Career Pre-Colloquium Workshop ST = Sub-theme
 PhD = PhD Pre-Colloquium Workshop W = EGOS Women's Network
 KN = Keynote speaker AR = EGOS Workshop on the Art of
 SP = Sub-plenary Academic Reviewing

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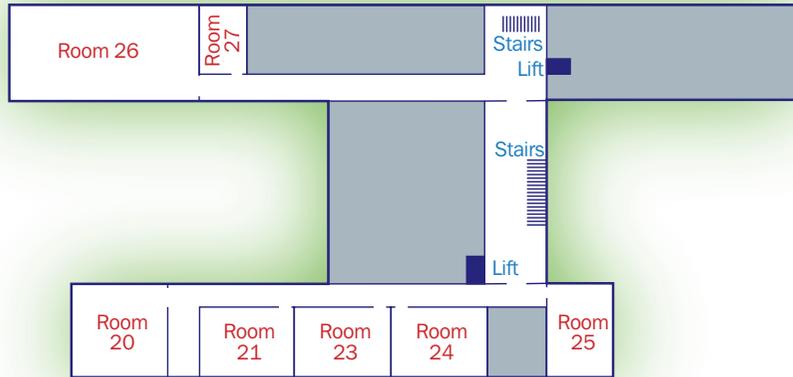
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- PhD = PhD Pre-Colloquium Workshop
- KN = Keynote speaker
- SP = Sub-plenary
- ST = Sub-theme
- W = EGOS Women's Network
- AR = EGOS Workshop on the Art of Academic Reviewing

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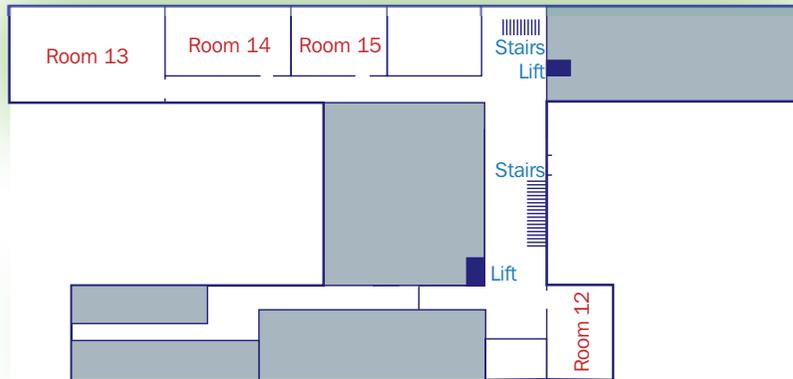
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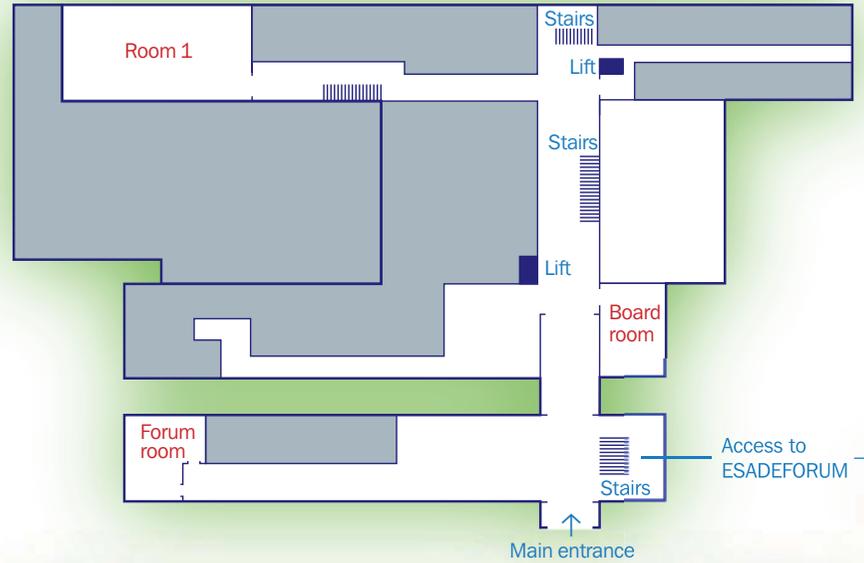


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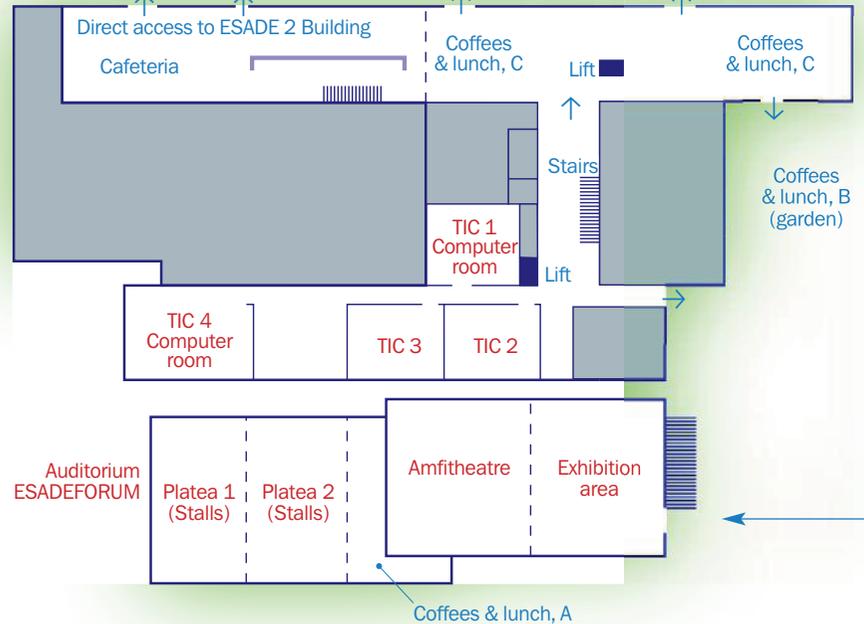


Venue floor plan

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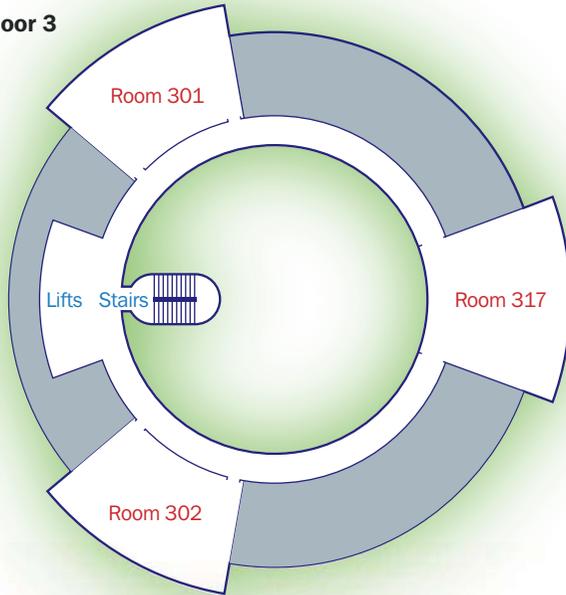


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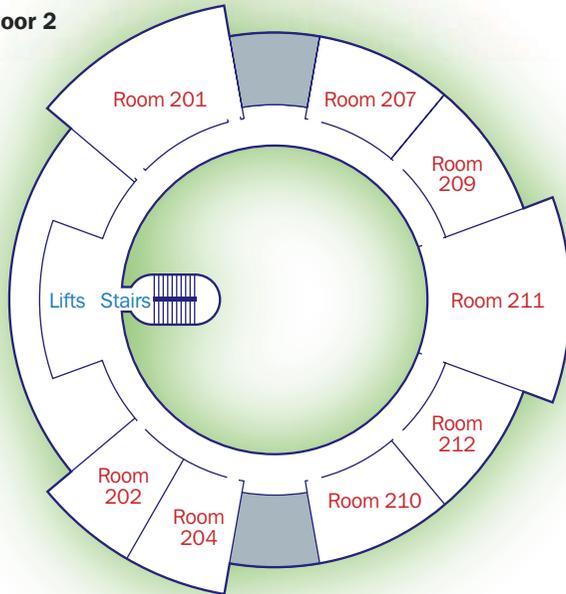


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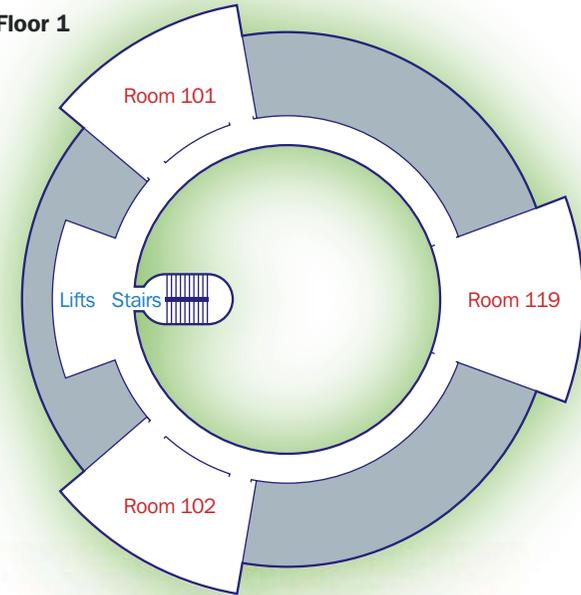


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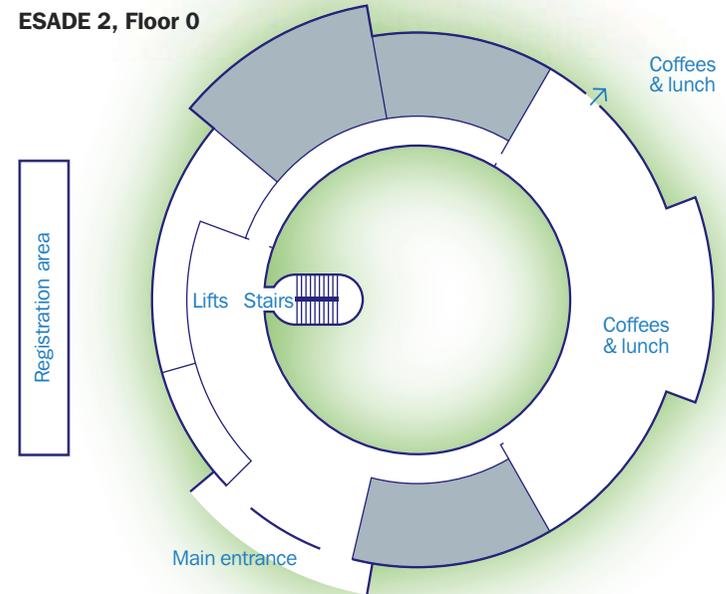


Venue floor plan

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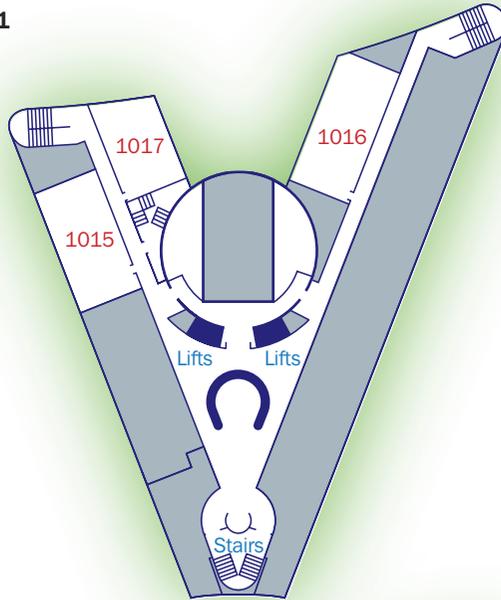


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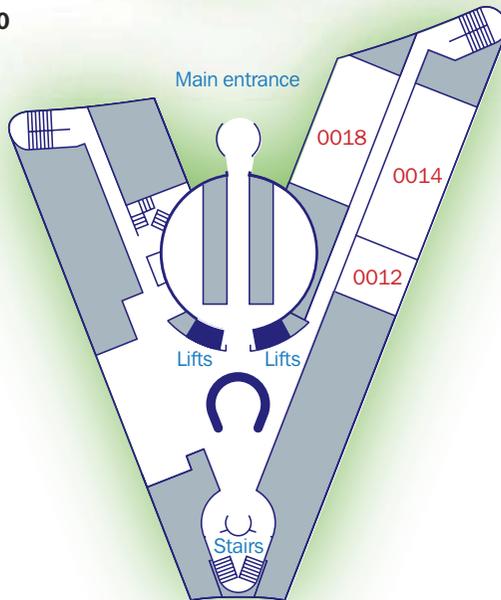


Venue floor plan

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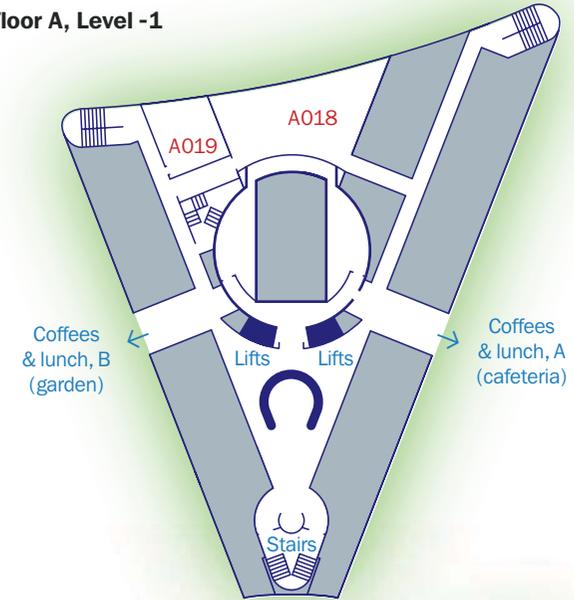


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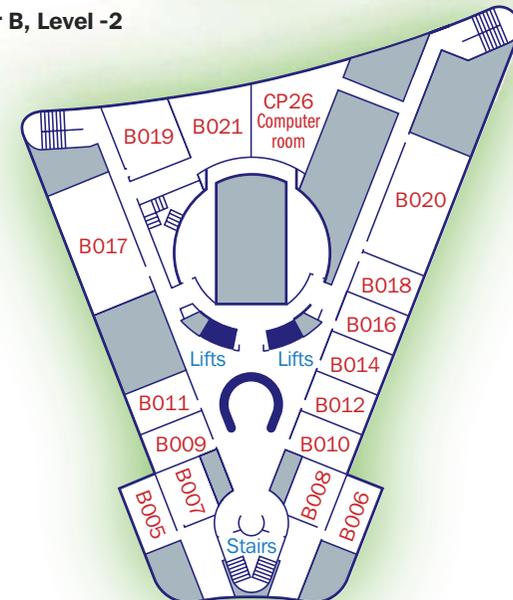


Venue floor plan

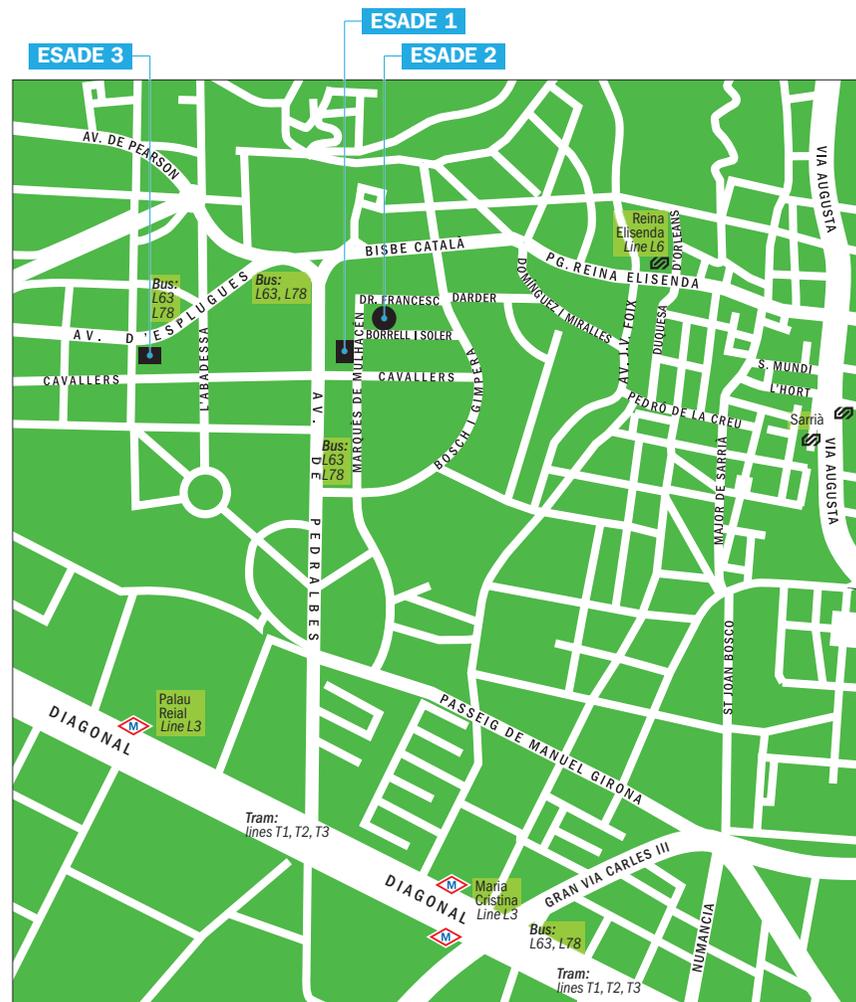
ESADE 3, Floor A, Level -1



ESADE 3, Floor B, Level -2



Map of the area



Subway: There are two underground stations situated near the campus:

- Reina Elisenda station (Line L6): from here you can walk to ESADE (10 min)
- Maria Cristina station (Line L3): from here you can walk to ESADE (17 min) or take bus lines L63 or L78 (direction Sant Joan Despí).

Tram: The nearest tram station is Pius XII (Line T1, T2 and T3). You can walk to ESADE (15 min) or take bus lines L63 or L78 (direction Sant Joan Despí).

Bus: There are various bus routes with stops near ESADE: 22, 63, 64, 75 and 78.



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