## 2009 BPS Program Conference Tracks & Program Highlights

**Academy of Management Meeting**  
**Tammy L. Madsen, BPS Program Chair**

### BPS Conference Tracks, Monday, 8/10/09 – Tuesday, 8/11/09  
*(See pages 2-18 for Session Details by Track)*

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<th>Hyatt Regency Room</th>
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<th>Monday 8-9:30AM</th>
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<td>Innovation &amp; Strategic Renewal</td>
<td>Rajshree Agarwal, U. of Illinois, Urbana-Champaign</td>
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### Program Highlights

**BPS Social:** **Meet the BPS Officers**  
**Saturday, 8/8/09, 6:00-8:00PM,** Hyatt Regency: Gold Coast

**Irwin Outstanding Educator Award in Honor of Will Mitchell**  
**Sunday, 8/9/09, 6:00-8:00PM,** Hyatt Regency: Truffles  
Distinguished Speaker: Will Mitchell, the J. Rex Fuqua Professor of International Management, Duke U.

**Wiley-Blackwell Outstanding Dissertation Award Finalists, Organizer:** Joanne Oxley, U. of Toronto  
**Monday, 8/10/09, 4:45-6:15PM** at Hyatt Regency: Grand C North  

**BPS Division Business Meeting**  
**Monday, 8/10/09, 6:30-7:30 PM,** Hyatt Regency: Grand C North

**BPS Division Social**  
**Monday, 8/10/09, 7:30-8:30PM,** Hyatt Regency: Columbus IJ
Alliances & Networks Track, Chair: Anne Parmigiani, U. of Oregon
Room: Hyatt Regency: Columbus; Mon., 8/10/09: 8:00 AM-4:30 PM & Tues. 8/11/09: 8:00 AM-4:30 PM

Mon. 8:00-9:30AM: Alliances & Networks: Understanding Biotech Alliances
Chair: Ryan Michigan, Columbia U.; Discussant: Shalini Rogbeer, Vienna U. of Economics and Business Administration

Geographic and Social Contexts on Alliance Governance in Biotechnology-Pharmaceutical Firm Alliances
Joanne L Scillitoe, Michigan Technological U.; Shanthi Gopalakrishnan, New Jersey Institute of Technology; Michael D Santoro, Lehigh U.

Alliance governance: Complexity and Country Effects in the Biotechnology Industry
Anupama Phene, George Washington U.; Stephen B Tallman, U. of Richmond

Allocation of Property Rights: Empirical Evidence from Biotechnology Alliances
Jongwook Kim, Western Washington U.

Alliances and Governance in Biotechnology: Firm-level Effects on Performance
Joseph P McGill, Kean U.; Michael D Santoro, Lehigh U.

Mon. 9:45-11:15AM: Alliances & Networks: Three's A Crowd -- Alliances & Outsiders
Chair: Jason Michael Pattit, Syracuse U.; Discussant: Michael J Leiblein, Ohio State U.

Third Parties in Coopetition Management: Enabling Collaborative Strategies in Adversarial Dyads
Sandro Castaldo, Bocconi U.; Guido Moellering, Max Planck Institute for the Study of Societies; Monica Grosso, Bocconi U.; Fabrizio Zerbini, Bocconi U.

Partner Selection in Horizontal Alliance Formation: A Competitive Dynamics Perspective
Junichi Yamanoi, U. of Connecticut, Storrs

Relational Rents Meet Social Rigidity: Barriers to Pooling Network Resources in Alliances
Frederic Dalsace, HEC Paris; Bernard Garrette, HEC Paris; William G Mitchell, Duke U.

Support from Third Parties in the Licensing Agreements
Valérie Duplat, IAG, Louvain School of Management; John Hagedoorn, Maastricht U.

Mon. 11:30-1:00PM: Alliances & Networks: Contracting & Negotiation
Chair: Libby Weber, U. of Southern California; Discussant: Africa Arino, IESE Business School

Contract Design in Buyer-Supplier Relations: A Closer Look at Specificity and Safeguarding

A Focal Firm’s Safeguarding Tension among Subcontractors in a Coopetitive Context
Keng Hsiang Cheng, National Chung Hsing U.; Yu-Ching Chiao, National Chung Hsing U.; Yi-Hsiang Huang, National Chung Hsing U.

The Influence of Governance on Negotiation Strategies in Buyer-Supplier Disputes
Fabrice Lumineau, IMD; James Henderson, IMD

The Relationship Between Contract, Relational Governance, & Vendor Profitability in IT Outsourcing
Anand Gopal, U. of Maryland, College Park; Balaji R. Koka, Rice U.

Mon. 1:15-2:45PM: Alliances & Networks: Status, Scope, & Sustaining Alliances
Chair: Poonam Khanna, Arizona State U.; Discussant: Joanne Oxley, U. of Toronto

Status and Alliance Valuation: A Differential Signaling Perspective
Guoli Chen, INSEAD; Wenpin Tsai, Pennsylvania State U.

Centrality Advantage and the Creation of Distant Ties by Peripheral Firms in Vertical Networks
Hitoshi Mitsuhashi, Keio U.; Lailani Laynasa Alcantara, East Texas Baptist U.; Jung Won Min, Science and Technology Policy Institute

Determinants of Alliance Scope: Agency and Competence Perspectives
Constantinos Lioukas, Rotterdam School of Management, Erasmus U.

Why Offshore Outsourcing Relationships Last: The Role of Relation Specificity and Interest Alignment
Marc Schuerch, PhD student U. of St Gallen; Stephan Manning, Duke U.; Arie Y. Lewin, Duke U.

Mon. 3:00-4:30PM: Alliances & Networks: The Latest on Alliance Portfolios
Chair: Anindya Ghosh, Wharton School, U. of Pennsylvania; Discussant: TBA
Alliance Portfolio Diversity: Defining the Concept
Olga Petrovna Bruyaka, Virginia Tech

Alliance Portfolio Diversity: Antecedents and Implications for Firm Performance
Turanay Caner, North Carolina State U.; Olga Petrovna Bruyaka, Virginia Tech

The Impact of Portfolio Convergence and Divergence on Portfolio Turnover
Shalini Rogbeer, Vienna U. of Economics and Business Administration

The Performance Effects of Balancing Exploration and Exploitation within and across Alliance Domains
Dovev Lavie, Technion Israel Institute of Technology; Jingoo Kang, U. of Pennsylvania; Lori Rosenkopf, U. of Pennsylvania

Tues. 8:00-9:30 AM: Alliances & Networks: Funky Methods in Alliance/Network Research
Chair: Mazhar Islam, U. of Minnesota; Discussant: Andrew V. Shipilov, INSEAD

Entrepreneurial Network Configurations: Using Q-Analysis to Study Network Structures and Flows
Martin Bliemel, Simon Fraser U.; Ian P. McCarthy, Simon Fraser U.; Elicia Maine, Simon Fraser U.

Network Interdependencies: Relationships between Venture Capital and Strategic Alliances
Umit Ozmel, UNC-Chapel Hill / Kenan-Flagler; Jeffrey J. Reuer, Purdue U.; Ranjay Gulati, Harvard U.

Whether and How Network Structure Shapes the Value of Firm Capabilities?
Hongjin Zhu, National U. of Singapore; Ishtiaq Pasha Mahmood, National U. of Singapore

Social Capital, Knowledge Transfer and Outcomes: Meta-analysis of a Moderated Mediation Model
Raymond Van Wijk, Erasmus U.; Marjorie A Lyles, Indiana U.

Tues. 9:45-11:15AM: Alliances & Networks: Firm Scope - War, Drugs, Junk Food, & Taxis
Chair: Nilesh Khare, Ohio State U.; Discussant: Lyda S. Bigelow, U. of Utah

Outsourcing War: The Transaction Cost Dynamics of Private Military Companies after the Cold War
Joel A.C. Baum, U. of Toronto; Anita McGahan, U. of Toronto

Shopping for the Family: How Intra-firm Organization affects the Use of Inter-firm Alliances
Pranav Garg, U. of Michigan; Minyuan Zhao, U. of Michigan

Beyond agency theory: A resource-based explanation for franchising and franchisor performance
Bill Gillis, U. of South Alabama; Jim Combs, Florida State U.

Information, Knowledge and Asset Ownership in Taxi-cab Fleets
Evan Rawley, Wharton School, U. of Pennsylvania; Tim Simcoe, U. of Toronto

Tues. 11:30-1:00PM: Alliances & Networks: Chips & Bits - Technology Alliances
Chair: Elisa Alvarez-Garrido, Wharton School, U. of Pennsylvania; Discussant: J. Muir Macpherson, Georgetown U.

Sourcing Capabilities through Alliances: A Study of the Semiconductor Industry
Jeffrey J. Reuer, Purdue U.; Nandini Lahiri, U. of North Carolina, Chapel Hill

Impact of Relational Resources on Breakthrough Innovation: Evidence from U.S. Semiconductor Industry
Manish K. Srivastava, Michigan Technological U.; Devi R Gnyawali, Virginia Tech

Competitive Strategy and Alliance Network Formation: Understanding the Origins of Network Positions
Goce Andrevski, Queen's School of Business, Canada

Hans T. W. Frankort, Maastricht U.

Tues. 1:15-2:45PM: Alliances & Networks: Exploitation & Collaboration
Chair: Marcel Charles Minutolo, U. of Pittsburgh; Discussant: TBA

Theoretical Analysis of Governance Mode Choices at the Activity Level
Norbert Bach, Ilmenau U. of Technology; Peter Galvin, Curtin U. of Technology

The Dynamics of Exploration and Exploitation Joint Ventures
Anna Shaojie Cui, Rensselaer Polytechnic Institute; Shyam Kumar, Rensselaer Polytechnic Institute

From Cooperation to Autonomy: When Do Firms Harvest External Knowledge?
Louis Mulotte, Tilburg U.
Performance Consequences of Collaborative vs. Autonomous Product Development
Xavier Castañer, U. of Lausanne; Louis Mulotte, Tilburg U.; Bernard Garrette, HEC Paris; Pierre Dussauge, HEC Paris

**Tues. 3:00-4:30PM: Alliances & Networks: Issues in Joint Ventures**
*Chair: Roberto Ragozzino, U. of Texas at Dallas; Discussant: Hans T. W. Frankort, Maastricht U.*

*Are Joint Ventures Positive Sum Games? Effects of Cooperative and Non-Cooperative Behavior*
Shyam Kumar, Rensselaer Polytechnic Institute

*Home Country Network as a Strategic Signal: Partner Selection in Emerging Economies*
Weilei (Stone) Shi, Baruch College; Li Sun, U. of Texas at Dallas

*The Public Face of Partnership: The Impact of External Feedback on JV Termination Decisions*
Franz Wohlgezogen, Northwestern U.; Ithai Stern, Northwestern U.

*Whose Call Is It? Understanding Real Options in International Joint Ventures*
Tony W. Tong, U. of Colorado; Sali Li, U. of Wisconsin Milwaukee
Mon. 8:00-9:30 AM: Corporate Effects: Corporate Spin-Offs and Divestment
Chair: Naga Lakshmi Damaraju, Indian School of Business; Discussant: Timothy B Folta, Purdue U., EM Lyon

Corporate Scope, Structural Complexity and Corporate Divestment: An Integrated Framework
Joseph B. Beck, U. of California, Irvine

Resource-Base Value Erosion in Spin-Offs: Strategic Asset Relatedness and Environmental Dynamism

To Divest or Not: The Influence of Performance, Growth and Uncertainty on Firm Divestment Decisions
Heather Berry, U. of Pennsylvania

The Impact of Different Types of Spinoffs on Firm Survival: US Automobile Industry 1890-1986
Ioannis Ioannou, London Business School

Mon. 9:45-11:15 AM: Corporate Effects: Diversification & the Socio-Political Environment
Chair: Margaret Dalziel, U. of Ottawa; Discussant: Thomas P. Moliterno, U. of South Carolina

Political Ties and Their Contingent Impact on Firms Being Acquired in Transition Economies
Weiting Zheng, Hong Kong Polytechnic U.; Kulwant Singh, National U. of Singapore; Chi-Nien Chung, National U. of Singapore

Subtle Decoupling in Ownership Restructuring plan: Combining Strategic and Institutional Perspective
Pengji Wang, National U. of Singapore

The European M&A Industry: Trends, Patterns and Shortcomings
Jose Campa, IESE Business School; Caterina Moschieri, Catholic U. of Portugal - FCEE

How do different corporate diversification strategies shape corporate social performance?
Jingoo Kang, U. of Pennsylvania

Mon. 11:30AM-1:00PM: Corporate Effects: Governance & Diversification
Chair: Michael Abebe, U. of Texas Pan American; Discussant: Heather Elms, American U.

Do Institutional Owners Matter? Institutional Ownership in Firms' Diversification Process
Fan Xia, Peking U.

Shareholder Heterogeneity and Conflicting Goals: The Impact on Strategic Investments
Toru Yoshikawa, McMaster U.; Asli M Colpan, Kyoto U.; Takashi Hikino, Kyoto U.

Stakeholder Influences on Diversification: Implications for Shareholders and Stakeholders
Parthiban David, American U.; Toru Yoshikawa, McMaster U.; Jonathan O'Brien, Rensselaer Polytechnic Institute; Andrew Delios, National U. of Singapore

Who's the Boss? In Mergers of Equals
Youneun Chu, U. of Minnesota; J Myles Shaver, U. of Minnesota

Mon. 1:15-2:45PM: Corporate Effects: Strategic Processes of M&A and Diversification
Chair: TBA; Discussant: Annette L. Ranft, Florida State U.

Understanding Strategy through Strategic Organizational Practices
Gwyneth Edwards, Concordia U.

What's Your Integration Manager Like?
Satu Päivi Teerikangas, Helsinki U. of Technology; Philippe Very, EDHEC; Vincenzo Pisano, U. of Catania

The Right Frame of Mind for M&A: The Post-merger Impact of Deal Frames on Target Management Behavior
Libby Weber, U. of Southern California

Perceiving Perceptions: A Behavioral Model of Investor Reactions to Acquisition Announcements
Mario Schijven, Texas A&M U.

Mon. 3:00-4:30PM: Corporate Effects: Corporate Strategy & Institutions
Chair: Igor Filatotchev, City U. London; Discussant: Paul Dunn, Brock U.
Institutions and the Product Scope of the Firm
Kyeungrae (Kenny) Oh, U. of Missouri-St. Louis; Seung-Hyun Lee, U. of Texas, Dallas

A “Lemon” or a “Bargain”? The Impact of Information Institutions on Acquirer’s Returns
Jessie Qi Zhou, Southern Methodist U.; Jaideep Anand, Ohio State U.

Prestige Effects of Analysts’ Evaluation of Stocks on the Capital Market Response
Tariq H. Malik, U. of London

Leaders and Followers in Industry Merger Waves
Jerayr M. Halebian, U. of California, Riverside; Gerry Mcnamara, Michigan State U.; Bernadine Johnson Dykes, Michigan State U.

Tues. 8:00-9:30AM: Corporate Effects: Performance of Diversification Strategies
Chair: Lalit Manral, U. of Central Oklahoma; Discussant: Todd Alessandri, Northeastern U.

Management Innovation In Multibusiness Firms: Dimensions, Contextuality, And Performance
Markus Menz, U. of St. Gallen/Harvard U.

Persistence of outstanding performance and shareholder value among diversified firms
Federico Marinelli, IESE Business School

Performance of Acquirers of Divested Assets: “Bottom Fishers” of the U.S. Software Industry
Tomi M. M. Laamanen, Helsinki U. of Technology; Matthias F. Brauer, U. of St. Gallen; Olli Junna, Helsinki U. of Technology

Acquisitions of Industrial Units and the Evolution of Operational Performance across the Firm
Santiago Mingo, U. of Miami

Tues. 8:00-9:30AM: Corporate Effects? Reputation, Legitimacy, & Consumer Utility
Chair: Jai Joon Lee, California State U. Sacramento; Discussant: John W. Upson, U. of West Georgia

Compensatory Legitimation: Naming Strategies and the Categorical Imperative
Eric Zhao, U. of Toronto

Do Reputable Sellers Extract Price Premia? Role of Competitors’ Reputation Gap and Consumers’ Utility
Tomasz Obloj, INSEAD; Laurence Capron, INSEAD

Responding to Organizational Crises: Impression Management Activities to Repair Firm Reputation
Donald Joseph Schepker, U. of Kansas

Tues. 11:30AM-1:00PM: Corporate Effects: Corporate Strategy & Organizational Learning
Chair: Thorbjørn Knudsen, U. of Southern Denmark; Discussant: Nils Stieglitz, U. of Southern Denmark

Caution or Causation? The Underlying Mechanism of Deliberate Learning in Acquisitions
Koen Heimeriks, Rotterdam School of Management; Mario Schijven, Texas A&M U.

Corporate Exploration: A New Perspective on Search in Multiple Markets
Thorbjørn Knudsen, U. of Southern Denmark; Nils Stieglitz, U. of Southern Denmark

The Vicious Circle of Failure in Acquisitions
Pierre-Xavier Meschi, CERAM; Emmanuel Metais, EDHEC

Portfolio Restructuring Decision-Making: The Interaction Between Experience and Analytical Intensity
Thorsten Kahler, U. of St. Gallen

Tues. 1:15-2:45PM: Corporate Effects: Resource-based Views of Diversification
Chair: Craig E. Armstrong, U. of Alabama; Discussant: Douglas J. Miller, U. of Illinois at Urbana-Champaign

Synergies, Coordination Costs and Diversification Choices
Yue Maggie Zhou, U. of Maryland

Why There? A Decomposition of the Choice of Target Industry
Lasse B. Lien, Norwegian School of Econ. and Bus. Admin.; Peter G Klein, U. of Missouri

The Returns to Bidding Firms in M&A: On the Nature of Synergies and the Market for Corporate Control
Benjamin Blunck, U. of Aarhus, School of Economics and Management; Jaideep Anand, Ohio State U.

Skill, Luck, and Reputation in Product Diversification Decisions: Evidence from Hedge Funds
Rui de Figueiredo, U. of California at Berkeley; Evan Rawley, Wharton School, U. of Pennsylvania
External Resource Sourcing: Does Experience Help Firms Select Governance Modes?
Laurence Capron, INSEAD; William G Mitchell, Duke U.

Procuring More Than Knowledge Through Technology Acquisitions
Abhishek Kathuria, Emory U.; Astrid Fontaine, Emory U.; Michael J. Prietula, Emory U.

Computer-Assisted Work as a Strategic Resource: How Information Technology Enables Business Growth
David James Brunner, Harvard U.
Mon. 9:45-10:30AM: Competitive Heterogeneity: Temporary or Sustainable Advantage?

**Competitive Heterogeneity**  
*Chair: Asli Musaoglu Arikan, Georgia State U.; Discussant: Govert Vroom, IESE Business School;*

- Shaking the Black Box: The Dynamics of Resource Bundling and Sustaining Competitive Advantage.  
  Renee Rottner; U. of California, Irvine;

- Strategic Interactions and Sustainable Competitive Advantage in Entry Decisions  
  Anup Menon Nandialath; Fisher College of Business; Jaideep Anand; Ohio State U.;

- Temporary Competitive Advantage in Transition Economies: Evidence from China's Domestic Firms  
  Jiatao Li; Hong Kong U. of Science and Technology; Weiping Liu; Hong Kong U. of Science and Technology;

- Strategic focus and the quest for temporary advantage  
  Nils Stieglitz; U. of Southern Denmark; Thorbjjoern Knudsen; U. of Southern Denmark; Markus C. Becker; U. of Southern Denmark

**Mon. 11:30-1:00PM: Competitive Heterogeneity: Enduring Differences in Performance?**  
*Chair: Rogerio Victer, Fairleigh Dickinson U.; Discussant: Marvin B Lieberman, U. of California, Los Angeles*

- Competitive Heterogeneity in a Commodity Industry  
  Gordon Walker, Southern Methodist U.; Jody Magliolo, Southern Methodist U.

- The persistence of abnormal returns in emerging economies: Evidence from Latin America  
  Francisco Diaz Hermelo, U. San Andres; Hernan Etiennot, IAE Business School - Austral U.; Roberto Vassolo, IAE Business School - Austral U.

- How Long Must a Firm be Great to Rule out Luck? Benchmarking Sustained Superior Performance  
  Andrew D Henderson, U. of Texas, Austin; Michael Raynor, Deloitte Consulting; Mumtaz Ahmed, Deloitte Consulting

- Empirical Validation of the Resource Based View of the Firm Through Matching Estimation  
  Wolfgang Sofka, ZEW Centre for European Economic Research; Thorsten Andreas Teichert, U. of Hamburg

**Mon. 1:15-2:45PM: Competitive Heterogeneity: Value Appropriation**  
*Chair: Michael J. Fern, Santa Clara U.; Discussant: Tunji Adegbesan, Pan-African U.*

- Towards a Resource-based Theory of Value Appropriation: An Appropriation Factor Framework  
  Niklas Lars Hallberg, Lund U.

- Investments in Value Creation and Value Appropriation: The Effect of Industry Growth and Volatility  
  David R. King, U.S. Air Force; Rebecca J. Slootegraaf, Indiana U.

- Frictions, Rivalry and the Emergence of Heterogeneity  
  Olivier Chatain, Wharton School, U. of Pennsylvania; Peter Zemsky, INSEAD

- Business Model Construction: The Importance Of Regime Of Appropriability Strategies  
  Laure Muselli, Dublin Institute of Technology; Stephane A. Tywoniak, Queensland U. of Technology

**Mon. 3:00-4:30PM: Competitive Heterogeneity: Positioning, Entry, & Uncertainty**  
*Chair: Nydia MacGregor, U. of California, Berkeley; Discussant: Walter J Ferrier, U. of Kentucky*

- Market Evolution, Technological Change, Market Entry Timing, and Firm Competitive Performance  
  Jaime Gomez, U. of Zaragoza; Gianvito Lanzolla, Cass Business School, City U.; Juan Pablo Maicas, U. of Zaragoza

- Firm Heterogeneity in Speed Capabilities and Entry into the Emerging Subfield of Atlantic Basin LNG  
  Ashton Hawk, New York U.

- Profitably Stuck in the Middle: Intermediate Quality Positions as Hedges Against Demand Uncertainty  
  David C Croson, Southern Methodist U.

- Strategic Deviation (or Conformity) and Firm Performance Under Environmental Uncertainty  
  Bongjin Kim, U. of Texas, San Antonio; Derrick McIver, U. of Texas at San Antonio; Michael L Burns, U. of Texas at San Antonio

**Mon. 4:45-6:15PM: Competitive Heterogeneity: Dynamic Capabilities**  
*Chair: Paul Louis Dmeovich, U. of Alabama; Discussant: TBA*
Dynamic Capabilities Deconstructed
Giada Di Stefano, Bocconi U.; Margaret Peteraf, Dartmouth College; Gianmario Verona, Bocconi U.

Making the Dynamic Capabilities View Dynamic: An Evolutionary Resource-based Theory
J.W. Stoelhorst, U. of Amsterdam; Hung-Yao Liu, U. of Amsterdam Business School

The Performance Implications of Dynamic Capabilities: The Case of Innovation
Ulrich Lichtenthaler, WHU - Otto Beisheim School of Management; Holger Ernst, WHU - Otto Beisheim School of Management

Dynamic Capabilities & Organizational Performance: Evidence from Mutual Funds
Dimo Ringov, INSEAD

Tues: 11:30-1:00PM: Competitive Heterogeneity: Micro-Foundations of Capabilities - Cognitive, Psychological, & Social
Chair: Connie R James, Pepperdine U.; Discussant: Giovanni Gavetti, Harvard U.

Cognitive Flexibility in Decision-Making: A Neurological Model of Learning and Change
Daniella Laureiro-Martinez, Bocconi U. and U. de los Andes, Colombia; Stefano Brusoni, Bocconi U.; Maurizio Zollo, Bocconi U.

Psychological foundations of dynamic capabilities: Reflexion and reflection in strategic management
Gerard P. Hodgkinson, U. of Leeds; Mark P. Healey, U. of Leeds

Social Games in an Economic Frame: Strategy Processes, Activities and Organizational Capabilities
Patrick Regner, Stockholm School of Economics; Udo Zander, Stockholm School of Economics

The ‘Hows’ of Dynamic Capabilities: Underlying Processes and their Drivers
Hans-Gerd Ridder, Leibniz U. Hannover; Christina Hoon, Leibniz U. Hannover; Alina S. McCandless, Leibniz U. Hannover

Tues. 1:15-2:45 PM: Competitive Heterogeneity: Knowledge-based Explanations
Chair: Teppo Felin, Brigham Young U.

Making Knowledge Management a Strategic Capability: A Functional Framework and Empirical Exploration
Jeroen Kraaijenbrink, U. of Twente

Looking Inside the Dream Team: Tacit Knowledge as a Driver of Performance
Jamal Shamsie, Michigan State U.; Michael J. Mannor, U. of Notre Dame

Intra-Firm Knowledge Transfer: Methods of Transfer among Different Types of Knowledge
Dawn R. DeTienne, Colorado State U.; Andrew C. Corbett, Rensselaer Polytechnic Institute

Search modes and organizational capabilities | Aleksey Martynov, U. of Kansas

Indigenous Knowledge as a Strategic Resource: An Ethical and Societal Challenge
Cynthia A. Lengnick-Hall, U. of Texas, San Antonio; Pepe Lee Chang, U. of Texas at San Antonio; Amanda J. Lengnick-Hall, U. of Minnesota, Twin Cities
Mon. 8:00-9:30AM: Corporate Governance: How CEOs Matter  
Chair: Beverly B. Tyler, North Carolina State U.; Discussant: Karen Schnatterly, U. of Missouri-Columbia

Why Do CEOs Matter More in Some Countries than Others? Managerial Discretion at the National Level  
Craig Crossland, U. of Texas at Austin

Top Management Team Diversity and Innovation: Disentangling Constructive and Destructive Mechanisms  
Byungchae Jin, U. of Maryland, College Park; Jiang Long, San Francisco State U.; Patrick G. Maggitti, Villanova U.; Ken G. Smith, U. of Maryland; Paul E. Tesluk, U. of Maryland

Does Environmental Uncertainty Moderate the Successor-International Involvement Change Relationship?  
Yunshi Liu, National Yunlin U. of Science and Technology; Wen-Ting Lin, Tunghai U.; Kuei-Yang Cheng, National Taiwan U.

Do You Get What You Pay For? Compensation of New CEOs Hired in Turnaround Situations  
Guoli Chen, INSEAD

Mon. 9:45-11:15AM: Corporate Governance: CEO Succession  
Chair: Don Antunes, Cambridge U.; Discussant: Frances H. Fabian, U. of Memphis

When the Former CEO Remains Board Chair: Effects on Discretion, Organizational Change, & Performance  
Timothy J. Quigley, Pennsylvania State U.; Donald C. Hambrick, Pennsylvania State U.

Firm Performance, Industry Performance, and Optimal CEO Successor Selection: A Theoretical Framework  
Donald Joseph Schepker, U. of Kansas

Performance Consequences of CEO Successions: Human Capital, Social Networks & Industry Environment  
Zhiang "John" Lin, U. of Texas, Dallas; Hao Chen, U. of Texas, Dallas; Haibin Yang, City U. of Hong Kong

Executive Succession and Firm Performance - the Role of Position-Specific Skills  
Torsten Wulf, HHL - Leipzig Graduate School of Management; Stephan Stubner, HHL - Leipzig Graduate School of Management; Dirk Schneider, Oliver Wyman

Mon. 11:30 AM-1:00 PM: Corporate Governance: CEO Status & Power  
Chair: Peggy M. Lee, Arizona State U.; Discussant: Thomas Clarke, U. of Technology, Sydney

CEO Celebrity as a Social Construct: Examining the Antecedents of CEO Certification  
Theresa S. Cho, Seoul National U.; Yoonju Cho, Seoul National U.

CEO Social Status and Managerial Risk Taking  
Jinyu He, Hong Kong U. of Science and Technology; Zhi Huang, Hong Kong U. of Science and Technology

Top Management Team Human Capital and Strategic Exploration: The Moderating Role of CEO Power  
Alex Vestal, U. of Central Florida; Daniel Tzabbar, U. of Central Florida

Me or We: The Influence of CEO Values on Organizational Performance  

Mon. 1:15-2:45 PM: Corporate Governance: Changes at the Top - Interim CEOs & Dismissals  
Chair: Vilmos F. Misangyi, Pennsylvania State U.; Discussant: Gerry McNamara, Michigan State U.

Fending Knights or Masked Kings: Toward a theoretical framework of interim CEO succession  
Xin Liang, U. of Minnesota, Duluth; Sibin Wu, U. of Texas, Pan American; Yanxin Liu, U. of Texas, Pan American; Shujuan Zhang, Northwestern Polytechnical U.

Opting for the Interim CEO: What is the role of performance?  
Christine H Mooney, Northern Illinois U.; Matthew Semadeni, Indiana U.; Idalene F. Kesner, Indiana U.

Business Risk, Ownership Concentration, and CEO Dismissal  
JinAI Wang, Peking U.; Ming Yu, Peking U.; Zhiwen Zhu, Peking U.

The Board's Decision to Dismiss Reputationally-Compromised Directors  
Amanda Cowen, U. of Virginia; Jeremy John Marcel, U. of Virginia
Mon. 3:00-4:30 PM: Corporate Governance: Board Composition
Chair: Guoli Chen, INSEAD; Discussant: W Glenn Rowe, Richard Ivey School of Business

Lone-Insider Boards: Improved Monitoring or a Recipe for Disaster?
John A. Martin, Air Force Academy; Jim Combs, Florida State U.

Board Knowledge Diversity and Firm Operating Risk
Kong-Hee Kim, St. Cloud State U.

Boards, Stockholders and Managers: A multidisciplinary recasting of their relationships
Gavin John Nicholson, Queensland U. of Technology; Zoie Cook, Queensland U. of Technology

Longitudinal changes in board composition: From IPO to the S&P500
Christine Shropshire, U. of Georgia; Amy Hillman, Arizona State U.; Katalin Takacs Haynes, Texas A&M U.

Mon. 4:45-6:15 PM: Corporate Governance: Implications of TMT Diversity
Chair: Steve Gove, Virginia Tech; Discussant: Chamu Sundaramurthy, San Diego State U.

An Examination of What, How and When TMT Experience Matters for Firm Innovativeness | Eric Fang, U. of Illinois; Michael K. Bednar, U. of Illinois

TMT Functional Diversity To Organizational Innovation: The Moderating Effects of Environment | Cuili Qian, Hong Kong U. of Science and Technology; Qing Cao, U. of Connecticut; Hongping Zhang, Shandong U.

Harnessing Internal Knowledge for Exploratory Innovation: The Mediating Role of TMT Factors | Mariano L.M. Heyden, Rotterdam School of Management, Erasmus U.; Frans A.J. Van den Bosch, Erasmus U.

Taking a Closer Look at the Relationship Between Top Management Team Diversity and Firm Performance | Hyuntak Roh, U. of Illinois, Urbana-Champaign; Aparna Joshi, U. of Illinois, Urbana-Champaign

Tues. 8:00-9:30 AM: Corporate Governance: Executive Compensation - Comparisons & Dynamics
Chair: Joachim Schwalbach, Humboldt-U. Berlin; Discussant: David Souder, U. of Connecticut

Do CEOs Encounter Within-Tenure “Settling Up”? New Evidence That Boards Have Short Memories
Adam J. Wowak, Pennsylvania State U.; Donald C. Hambrick, Pennsylvania State U.

Does One Size Fit All? The Effects of CEO Compensation Types on Firm Performance over CEO Tenure
Wanrong Hou, U. of Wisconsin-Milwaukee; Maria Goranova, U. of Wisconsin Milwaukee

Katalin Takacs Haynes, Texas A&M U.; Laszlo Tihanyi, Texas A&M U.; Brian Connelly, Auburn U.; Cynthia E. Devers, U. of Wisconsin-Madison

Peer Comparisons of CEO Pay: Fair Pay or Power Play?
Taekjin Shin, U. of California, Berkeley

Tues. 9:45–11:15 AM: Corporate Governance: Putting the Compensation Pieces Together
Chair: Yu Zhang, U. of California, Irvine; Discussant: Joseph E Coombs, Texas A&M U.

Do the Pieces Fit? A Set-theoretic Approach to Executive Compensation
Michele E. Yoder, U. of Wisconsin-Madison; Cynthia E. Devers, U. of Wisconsin-Madison; Mason A Carpenter, U. of Wisconsin, Madison

Institutional Shareholders and Stock Option Incentives in CEO and Managerial Compensation
Janet H. Marler, U. at Albany-SUNY; Yoshio Yanadori, U. of British Columbia

Executive Compensation and CEO Equity Incentives in China’s Listed Firms
Martin J. Conyon, ESSEC; Lerong He, SUNY-Brockport

Compensation Committee Group Process, Social Exchange and CEO Compensation
Lerong He, SUNY-Brockport; Martin J. Conyon, ESSEC

Tues. 11:30 AM-1:00 PM: Corporate Governance: Managerial Discretion and Agency
Chair: Manisha Singal, Virginia Tech; Discussant: Denisa Mindruta, HEC Paris

Agents behaving like stewards: Executive discretion and the display of steward behaviors
Nathan T. Washburn, Thunderbird; David Waldman, Arizona State U.; Mary F. Sully De Luque, Thunderbird
The Effects of Narcissism on CEOs’ Glory-Hoarding and Blame-Deflecting Behavior
Arijit Chatterjee, Pennsylvania State U.

Ownership Structure, Profit Maximization, and Competitive Behavior
Brian T. McCann, Purdue U.; Govert Vroom, IESE Business School

Tues. 1:15-2:45 PM: Corporate Governance: Corporate Roles & Decision Making
Chair: Richard John Gentry, West Virginia U.; Discussant: Hugh O'Neill, U. of North Carolina, Chapel Hill

Undivided attention?: An attention-based view of organizational exploration and exploitation
Jason Ridge, Oklahoma State U.; Aaron Hill, Oklahoma State U.

The Chief Strategy Officer: Characteristics, Contingency, and Firm Performance
Markus Menz, U. of St. Gallen/Harvard U.; Isabel Collischonn, U. of St. Gallen

Managerial Interplay: Linking Intent to Realized Strategy
Juan Ignacio Canales, U. of St. Andrews; Bill Wooldridge, U. of Massachusetts, Amherst

The Corporate Context and the Speed of SBU-Level Decision Making
Maximilian Kownatzki, Oliver Wyman; Jorge Walter, Portland State U.; Christoph F. Lechner, U. of St. Gallen
Mon. 8:00-9:30AM: Industry Dynamics: Competitive Dynamics  
Chair: Vladislav Maksimov, Georgia State U.; Discussant: Paul M Vaaler, U. of Minnesota

What Makes Some Firms More Competitively Aggressive Than Others? Evidence From the Banking Industry  
Jeff Stambaugh, Midwestern State U.; G. T. Lumpkin, Texas Tech U.; Keith H. Brigham, Texas Tech U.; Claudia C. Cogliser, Texas Tech U.

Who Follows Whom? Asymmetric Competition in Cross-border Market Expansion  
Kai-Yu Hsieh, National U. of Singapore; Ming-Jer Chen, U. of Virginia

Resources, Actions and Performance: Investigating a Mediated Model  
Hermann Achidi Ndofor, Texas A&M U.; David G. Sirmon, Texas A&M U.; Xiaoming He, Texas A&M U.

Escalation and competition for resources: Insights from firms’ responses to resource deregulation  
Miguel Angel Campo-Reymbado, Dartmouth College

Mon. 9:45-11:15AM: Industry Dynamics: Adaptation  
Chair: Giovanni Valentini, Bocconi U.; Discussant: Javier Gimeno, INSEAD

Environmental Jolts and Strategic Change in the U.S. Airline Industry: Deregulation and 9/11/2001  
Irene Goll, U. of Scranton; Abdul A Rasheed, U. of Texas, Arlington

Initial Conditions, Dynamic Changes, and Performance  
Sonic Wu, National Taiwan U.

Post-liberalization Industry Shakeout in China, 1998-2006  
Sea Jin Chang, National U. of Singapore; Brian Wu, U. of Michigan, Ann Arbor


Mon. 11:30AM-1:00PM: Industry Dynamics: Industry Environment & Complexity  
Chair: Scott G. Johnson, Oklahoma State U.; Discussant: Brian Wu, U. of Michigan, Ann Arbor

Scenarios for the Road Freight Transport Industry in Brazil  
Pérsio Penteado Pinto Martins, U. Paulista; Joao Mauricio Gama Boaventura, Fundação Instituto de Administração; Adalberto A. Fischmann, Sao Paulo U.; Benny Kramer Costa, Centruo U. Nove de Julho; Renata Giovinazzo Spers, Fundação Instituto de Administração

Prospering in a Hypercompetitive Environment: The Roles of TMT Dynamics and Competitive Behavior  
Ming-Jer Chen, U. of Virginia; Hao-Chieh Lin, National Chung Cheng U.; John G Michel, U. of Notre Dame

Time Compression in Turbulent Environments  
Goncalo Pacheco-de-Almeida, New York U.

Complexity Arbitrage, Competition and the Timing of Economic Rents  
Miguel Angel Campo-Reymbado, Dartmouth College

Mon. 1:15-2:45PM: Industry Dynamics: Industrial Economic Theory  
Chair: Kate Hughes, Macquarie Graduate School of Management; Discussant: Mike Ryall, U. of Toronto

Market Power, Factor Utilization and Adjustment Costs in US Manufacturing  
Panayiota Konstantina Kiousis, Southern Methodist U.

Brand Externalities and Intra-Chain Pricing Variation: the Effect of Organizational Form  
Arturs Kalnins, Cornell U.

The Strategic Logic of Product Differentiation  
Richard Makadok, Emory U.; David Gaddis Ross, Columbia Business School

When More is NOT Better: Managing Complementors in Platform-Mediated Markets  
Carmelo Cennamo, IE Business School; Juan Santalo, Instituto de Empresa Business School

Mon. 3:00-4:30PM: Industry Dynamics: Location & Geography  
Chair: Hart E. Posen, U. of Michigan; Discussant: Alberto Di Minin, UC Berkeley
Spatial Density and Plant Survival in Alternative Fuels: The Effect of Organizational Form
Serden Ozcan, Copenhagen Business School

Demand-side Dynamics of Inducements and Barriers to Geographic Mobility
Lalit Manral, U. of Central Oklahoma; Kathryn Rudie Harrigan, Columbia Business School

Time Contingence of Geographic Concentration: Wine Production in Ontario, 1865 – 1974
Liang Wang, Schulich School of Business; Anoop Madhok, Schulich School of Business; Stan X. Li, York U.

Competition and Coordination: the Strategic Use of Product Variety in Consumer Electronics Retailing
Charlotte R. Ren, Purdue U.; West Lafayette; Ye Hu, U. of Houston; Yu Jeffrey Hu, Purdue U.; West Lafayette; Jerry Hausman, Massachusetts Institute of Technology

Tues. 8:00 – 9:30AM: Industry Dynamics: Within & Between
Chair: Feng Zhu, U. of Southern California; Discussant: James Costantini, INSEAD

Rivalry Within and Between Strategic Networks: An Investigation of the US Automotive Industry
Jennifer Davies, Curtin U. of Technology; Peter Galvin, Curtin U. of Technology; Prakash Singh, U. of Melbourne

Do Business Groups Enable or Constrain the Strategic Transformation of Affiliated Firms?
Sathyajit Gubbi, Indian Institute of Management, Calcutta; Preet S Aulakh, York U.; Sougata Ray, IIM Calcutta / Infosys Technologis Limited

Organizational Attributes, Interfirm Competition and Firm Performance: A Cross-sectional Analysis
Yunxuan Han, Temple U.; Patrick G. Maggitti, Villanova U.; Robert D. Hamilton, Temple U.; Pamela J Derfus, U. of Maryland

Digital Technology Diffusion and the Barriers to Inter-industry Business Model Convergence
Gianvito Lanzolla, Cass Business School, City U.

Tues. 9:45- 11:15AM: Industry Dynamics: Organizational Learning
Chair: Lei Zhang, U. of Maryland, College Park; Discussant: Natarajan Balasubramanian, Florida International U.

Adaptive Ambidexterity: Simulating Burgelman and Grove's (2007) Model of Strategic Dynamics
Andre O. Laplume, U. of Manitoba; Parshotam Dass, U. of Manitoba

Reflexive and Selective Organizational Learning
David Lanier Major, U. of Maryland, College Park; Curt Grimm, U. of Maryland

The imitation-performance paradox: Modes of imitation and their performance effects
Daniel Han Ming Chng, Sungkyunkwan U.; Daniel C. Indro, Pennsylvania State U.; Great Valley; Stewart R. Miller, U. of Texas at San Antonio; Malika Richards, Pennsylvania State U.

Two Bandwagons: Industry and Niche Level Bandwagons and New Niche Explorations by Korean SI Firms
Sunhyuk Kim, SKK GSB; Kiwon Jung, Yonsei U.; Shinwon Noh, Yonsei U.; Dongyoub Shin, Yonsei U.; Kangsan Lee, Yonsei U.

Tues. 11:30AM – 1:00PM: Industry Dynamics: Multi-Market Competition
Chair: Ana Elisa Iglesias, Georgia State U.; Discussant: Olivier Chatain, Wharton School, U. of Pennsylvania

Multimarket Competition, Strategic Similarity and Performance
Lucio Fuentelsaz, U. of Zaragoza; Jaime Gomez, U. of Zaragoza

Multimarket Competition Within the Software Industry
Chi-Hyun Lee, George Mason U.; Huseyin Tanriverdi, U. of Texas, Austin

Multimarket Competition, Mobility Barriers, and Firm Performance
Zied Guedri, EM Lyon; Jean McGuire, Louisiana State U.

Imitation of First Movers, Multi-market Contact and Institutional Effects: An Integrated Model
ji Li, Hong Kong Baptist U.; Guiyao Tang, Hong Kong Baptist U.; Gongming Qian, Chinese U. of Hong Kong; Lei Fang, Hong Kong Baptist U.
Mon. 8:00-9:15AM: Innovation & Strategic Renewal: Resources & Performance  
Chair: Jennifer Walske; Boston U.; Discussant: Benjamin A. Campbell; Ohio State U.;  
Organizational Decline and Innovation: Closing the Loop  
Scott Latham; U. of Massachusetts, Lowell; Michael Braun; U. of Montana  
Relationship Between Perceived Uncertainty and the Level of Outsider Involvement in NPD  
Jae Hoon Han; Seoul National U.; Namgyoo Kenny Park; Seoul National U.; Dong Sung Cho; Seoul National U.;  
Guts and Gifts: The Double-edged Role of Political Ties in Firm Innovation  
Jing Li; Simon Fraser U.; Jie Wu; U. of Macau; Edward Zajac; Northwestern U.  
Managing Innovation through Resource Deployment: The Effects of Slack and Strategic Flexibility  
Bernardo Silveira Barbosa Correia-Lima, Rotterdam School of Management; Frans A.J. Van den Bosch, Erasmus U.;  

Mon. 9:30-11:15AM: Innovation & Strategic Renewal: Search and Learning  
Chair: Konstantinos Grigoriou; Georgia Institute of Technology; Discussant: Donald E. Hatfield; Virginia Tech;  
Research, Failure, and the Value of Moderate Patience  
Oliver Baumann; U. of Munich;  
Intrafirm Evolution of Technological Capabilities and Innovation Search  
Does Desperation lead to Opportunity? Sensing, Strategic Emotion, and Star Employees  
Andrew Hess; U. of Virginia; Frank T. Rothaermel; Georgia Institute of Technology;  
Creation Theory: Framing the Product Invention-Product Innovation Process  
Joseph Paul O'Connor Jr.; U. of Texas at El Paso;  

Mon. 11:30AM-1:00PM: Innovation & Strategic Renewal: Organizational Goals  
Chair: John Joseph; Duke U.; Discussant: Anne Marie Knott; Washington U.;  
The Economic Organization of Public Entrepreneurship  
Peter G Klein; U. of Missouri; Anita McGahan; U. of Toronto; Christos N. Pitelis; U. of Cambridge;  
Visions in a Warped Crystal Ball: How Past Experience & Divergence From Routines Alter Forecasts  
Russell Coff; Emory U.; Rodolphe Durand; HEC Paris; Violetta Gerasymenko; U. Nova of Lisbon;  
Learning from Strategic Feedback Gaps: Scope and Environmental Dependency – March 2000 Bubble Burst  
Chanan Ben-Oz; Technion Israel Institute of Technology; Avi Fiegenbaum; Technion Israel Institute of Technology; Galia Rosen Schwarz; Technion Israel Institute of Technology; Paul Feigen; Technion Israel Institute of Technology;  
Goals, Attention and Resource Allocation: A Study of Technology Commercialization at Motorola  
John Joseph; Duke U.; William Ocasio; Northwestern U.;  

Mon. 1:15-2:45PM: Innovation & Strategic Renewal: Managerial and Human Capital  
Chair: Jennifer Woolley; Santa Clara U.; Discussant: Preeta Banerjee; Brandeis U.;  
Unlocking Value of Heterogeneity: Managerial Social Capital, Partner Diversity, and Firm Innovation  
Wouter Stam; Hong Kong U. of Science & Technology; Gerhard Van de Bunt; VU U. Amsterdam;  
Exploratory and Exploitive Search in TMTs: The Role of Search Terrain and Process on Innovation  
Qiang Li; U. of Maryland - College Park; Ken G. Smith; U. of Maryland; Patrick G. Maggitti; Villanova U.; Dax Basdeo; U. of Maryland, College Park; Riitta Katila; Stanford U.;  
Enterpreneurial Orientation and Firm Performance: Senior Team and Environmental Moderators  
Sebastiaan van Doorn; RSM Erasmus U.; Henk W. Volberda; Erasmus U.;  
Corporate Entrepreneurship and Firm Performance: The Mediating Role of Intellectual Capital  
Zeki Simsek; U. of Connecticut; Ciaran Heavey; U. of Connecticut, Storrs; Smriti Prabhakar; U. of Connecticut;
Mon. 3:00-4:30PM: Innovation & Strategic Renewal: Invention Strategies
Chair: April Franco; U. of Toronto; Discussant: Richard Makadok; Emory U.;

Determinants of R&D Investment: Integrating Behavioral Theory and Managerial Incentives Arguments
Todd Alessandri; Northeastern U.; Jason Michael Pattit; Syracuse U.;

Firm Performance, Innovation Capabilities and Knowledge Management Tools
Antonino Vaccaro; Catholic U. of Lisbon FCEE; Ronaldo C. Parente; Rutgers U.; Francisco Veloso; Carnegie Mellon U.;

Patent Leveraging Strategies: Fight or Cooperate?
Francesco Baldi; U. of Rome La Sapienza; Lenos Trigeorgis; U. of Cyprus;

Dzidziso Samuel Kamuriwo; City U. London;
Mon. 8-9:30AM: Strategy Process & Change: Individuals, Expertise & Strategy Formation
Chair: Steven W Floyd, U. of St. Gallen; Discussant: Michael A. Roberto, Bryant U.;

Aligning Strategy Formation Mode, Forecasting, and Objective Setting in Pursuit of Firm Growth
Varkey K Titus; Indiana U., Bloomington; Jeff Covin; Indiana U.; Dennis P Slevin; U. of Pittsburgh;

What Makes Strategic Initiatives Survive the Firm's Internal Selection Environment?
Marcus M Keupp; U. of St. Gallen; Steven W Floyd; U. of St. Gallen; Oliver Gassmann; U. of St. Gallen;

Social Identity and Talent War Business Models: Surviving Narrative and Performance Tests
Peter McNamara; UCD Dublin; Simon Peck; Case Western Reserve U.; Ami Sasson; BI Norwegian School of Management;

Mon. 9:45-11:15AM: Strategy Process & Change: Adaptation & Flexibility
Chair: Rajiv Nag; U. of Arkansas, Fayetteville; Discussant: Richard J Arend; U. of Nevada, Las Vegas;

Flexible Strategy Execution: A Matter of Options and Capabilities
Ronald Klingebiel; U. of Cambridge;

Convergent or Divergent: How Varied Attributes for Surprise Influence Strategic Change
Christopher B. Bingham; U. of Maryland; Jerayr M Halebian; U. of California, Riverside;

If It Ain’t Broke: Strategy Process Capability in the Wake of CEO Succession
David Gordon Cohen; U. of Massachusetts Amherst; Bill Wooldridge; U. of Massachusetts, Amherst;

Falling Back to Move Forward: A Study of Retrenchment, Organizational Slack and Shareholder Wealth
Steven B Adams; Nexus Business Consulting, Inc.; Alan B. Eisner; Pace U.; Helaine J Korn; Baruch College; Noushi Rahman; Pace U.;

Mon. 11:30AM-1:00PM: Strategy Process & Change: Strategic Execution Throughout the Organization
Chair: K. Thomas Chandy; Santa Clara U.; Discussant: Richard Whittington; Said Business School;

Strategic Consensus and Firm Performance: Beyond Management Teams
Yeqing Bao; U. of Alabama in Huntsville; Eric Fong; U. of Alabama, Huntsville; Kevin Zhou; U. of Hong Kong;

Choice, Chance, Determinism: a 40 Years Time Series Analysis of Strategic Events
Raymond-Alain Thietart; ESSEC; Mark de Rond; Cambridge U.;

Modelling the influence of front-line employee improvisation on opportunity identification
Thomas Schrettle; U. of St. Gallen;

Doing one's homework: Preparatory moves, prior experience, and issue-selling success
Karen Bishop; Suffolk U.; Sheila Webber; Suffolk U.; Regina O'Neill; Suffolk U.;

Chair: Sabina Nielsen; Copenhagen Business School; Discussant: dt ogilvie; Rutgers U.;

Managerial Cognition and Business Model Evolution: Lessons from Nokia
Jaakko Aspara; Helsinki School of Economics; Juha-Antti Lamberg; Helsinki U. of Technology; Arjo Laukia; Helsinki U. of Technology; Henrikki Tikkanen; Helsinki School of Economics;

Towards A Cognitive Model of Effective Strategy Practitioners
Robert Phillip Wright; Hong Kong Polytechnic U.; Daniela Patricia Blettner; U. of Southern Mississippi; Richard Soparnot; ESCEM Tours;

Introducing a two-reference point prospect theory into adaptive aspirations: Why satisficing is wise
Songcui Hu; North Carolina U., Chapel Hill; Daniela Patricia Blettner; U. of Southern Mississippi; Richard A Bettis; U. of North Carolina, Chapel Hill;

The Value of Understanding External and Internal Contingencies
Nicolaj Siggelkow; U. of Pennsylvania; Dirk Martignoni; U. of St. Gallen;

Mon. 3:00-4:30PM: Strategy Process & Change: The Challenges of Structure
Chair: Henk W. Volberda; Erasmus U.; Discussant: Patrick Reinmoeller; Cranfield U.;

Organizational Structure as a Determinant of Performance: Evidence From Mutual Funds
Author: Felipe Csaszar; INSEAD;

Task Structure, Organization Modularity and Hierarchy
Author: Yue Maggie Zhou; U. of Maryland;

Delegation in Multi-Divisional Firms: Determinants of the Structure of I.T. Purchasing Authority
Author: Kristina Steffenson McElheran; Harvard Business School;

Transcending the Paradox within Ambidexterity: The Joined Effect of In- and External Social Capital
Michiel Pieter Tempelaar; RSM Erasmus U.; Justin J.P. Jansen; RSM Erasmus U.; Henk W. Volberda; Erasmus U.;

Chair: Christine H Mooney; Northern Illinois U.; Discussant: Andreas Koenig; IMD;

Decomposability in Decision Making: Investigating the Roles of Interdependence and Coupling
Sai Krishna Yayavaram; National U. of Singapore;

The Effect of Emotions on Strategic Decision Making
Anil Nair; Old Dominion U.; Mahesh Gopinath; Old Dominion U.; Weichu Xu; Old Dominion U.;

Psychological Biases and Strategic Decision Making: It is not all Bad News
Dirk Martignoni; U. of St. Gallen; Daniela Patricia Blettner; U. of Southern Mississippi; Richard A Bettis; U. of North Carolina, Chapel Hill;

The Role of Broader Context in the Process of Making and Implementing Strategic Decisions
Maria- Niki Lyriotaki; Athens U. of Economics and Business; Vassilis Papadakis; Athens U. of Economics and Business;

Tues. 8:00-9:30AM: Strategy Process & Change: Risk taking, Flexibility & Consistency
Chair: Nathan T. Washburn; Thunderbird; Discussant: TBA

Sophistication in Strategic Risk Taking
Daniel Malter; U. of Maryland, College Park;

Strategic flexibility: An Exploration of Its Nature, Antecedents and Consequences
Antonio J Verdu; U. Miguel Hernández; Ernst Verwaal; Erasmus U.;

The Role of Financial Analysts in the Strategy Formation Process of Business Firms
Dodo Zu Knyphausen-Aufses; Technical U. Berlin; Michael Mirow; Technical U. Berlin;

On the Decomposition of Project Finance Risk
Barclay James; Louisiana State U.;

How Does the Field of Strategy Keep a Consistent Ethos?
Guilherme Azevedo; McGill U.