28th EGOS Colloquium

Design!? 

July 5–7, 2012 in Helsinki, Finland

Hosted by Aalto University & Hanken School of Economics Helsinki, Finland

Colloquium Program
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Dear EGOSians,

A very warm welcome to the 28th EGOS Colloquium!
*Tervetuloa tämän vuoden EGOS Colloquiumiin!*

What theme could an EGOS Colloquium hosted in 2012’s World Capital of Design have other than – *Design!*? And, looking at the flyer, the website, the program and all the Colloquium tokens, it is impossible not to see how serious this year’s organizers are about it. The great variety in which the concept of design has been defined – from more classical organizational design to creativity and aesthetics – invites us to make use of one of EGOS’ core strengths: Indeed, this multiplicity of potential perspectives and disciplinary homebases provides an excellent metaphor for the very way EGOSians conceptualize, elaborate, and question “organization” and our research.

After 12 years, EGOS has moved back to Helsinki – many of you will remember the 16th Colloquium in 2000. Many things have changed since then. Most noticeably, we have grown quite considerably – the number of participants and sub-themes have almost doubled; we have also gradually extended the scholarly pre-Colloquium activities, and this year, five journals are making use of the opportunity to hold their editorial meetings at the venue. However, a lot has stayed and shall stay the same: the workshop atmosphere, the in-depth scholarly discussions, the personal communication, the EGOS spirit.

This deserves a big “thank you” to all those who have made this possible. It requires a lot of creativity, enthusiasm, commitment and hard work to bring a Colloquium like ours to life, even for design-approved Finns! On behalf of the EGOS Board, I wish to express my gratitude to the formidable team of local organizers who are acting as our wonderful hosts, to Angelika, Anna Lena and Tom from the EGOS Executive Secretariat for their devotion and kindness literally around the clock, to the convenors and all others who contribute to the pre-Colloquium workshops and special activities for their commitment, and to you all for making EGOS what it is.

I wish you all a great Colloquium!

Renate Meyer
Chair of EGOS
Dear EGOSians,

After reassembling organizations in Gothenburg last year, the EGOS community is getting together in Helsinki for another action-packed experience. EGOS carries a wonderful tradition of openness, diversity and engagement. It is in this spirit that we are trying to shake things up a bit, starting with visual imagery created by a young graffiti artist. You will also notice that some of the regular Colloquium attractions have been arranged a little differently from previous years. New ideas challenge taken-for-granted ways of doing things. In Finland, located between East and West, this is what keeps us going.

We would like to extend a warm welcome to Helsinki! For those of you who were here for the EGOS Colloquium in 2000, you will notice that things have changed. Just as the Olympic Games in Helsinki in 1952 have been dubbed the last “real” Olympics, it was perhaps the last of the small and cozy EGOS meetings of old. While Saija Katila, Risto Tainio, Kari Lilja and their team hosted some 500 participants 12 years ago, the number of participants now exceeds 1,600. This year’s event will be the largest EGOS Colloquium ever. Still, we will do our best to maintain the family atmosphere.

The Colloquium venue is located in downtown Helsinki, and many of the hotels are within walking distance. You’ll see that Helsinki’s city center is small and compact. A visit to the market down by the harbour is only a short stroll or tram-ride away. Helsinki is the 2012 World Design Capital; you can enjoy all sorts of activities or simply gaze at the weird Finnish interpretation of design. The weather may be unpredictable, but we suggest that you do as the Finns do: don’t let little setbacks spoil your plans.
This year’s EGOS Colloquium comprises 57 sub-themes. The range of themes and topics is exciting. We would like to thank all sub-theme convenors who have worked hard in reviewing papers and figuring out schedules for their sessions. We want to extend our thanks to the EGOS Board and to Angelika Zierer, who have supported us and shown that EGOS is in loving hands.

Financial support from The Foundation for Economic Education, the Federation of Finnish Learned Societies and Marcus Wallenbergin Liiketaloudellinen Tutkimussäätiö, as well as organizational support from Aalto University and the Hanken School of Economics, are gratefully acknowledged.

And a warm thank you to all the great people who have been involved in planning and preparing the Colloquium!

We see this year’s Colloquium theme Design!? as a metaphor for constructive interdisciplinary conversation. We invite you to embrace the breadth of alternatives, to connect in the spirit of dialogue, and to enjoy your stay in our pocket-size metropolis.

28th EGOS Colloquium 2012 Executive Committee

Juha-Antti Lamberg · Mirva Peltoniemi · Janne Tienari · Eero Vaara
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Executive Committee

Mirva Peltoniemi, Secretary General
Juha-Antti Lamberg
Janne Tienari
Eero Vaara

Assistants to Executive Committee

Salli Huikkinen
Tommi Pajala

Organizing Committee

Juha-Antti Lamberg, Chair
Martin Fougère
Robin Gustafsson
Elina Henttonen
Pikka-Maaria Laine
Johanna Moisander
Kristiina Mäkelä
Linus Nyman
Kalle Pajunen
Mirva Peltoniemi
Henri Schildt
Janne Tienari
Eero Vaara

Colloquium Secretariat: CONGREX, Helsinki

Jussi Saari
Mervi Toivonen
Emmi Luhtala
Noora Miinalainen

EGOS Executive Secretariat, Berlin

Angelika Zierer
Anna Lena Bartels
Thomas Crowe
Tim B. Eisert (Layout & Design)
Venue

- The 28th EGOS Colloquium is hosted by Aalto University and Hanken School of Economics.
- The session rooms can be found in seven buildings, which are all located in close proximity to each other.
- Lunch will be served in the largest buildings and coffee will be served in all of the buildings.
- The keynotes will be held at the Finlandia Hall and the Aalto School of Economics Main Building.
- The registration areas, where you can collect the conference materials and badge, are located in the Hanken School of Economics in room 2.—4.7. and in the Aalto School of Economics Main Building in room 5.—7.7.

Venue locations

<table>
<thead>
<tr>
<th>Venue Location</th>
<th>Address</th>
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<tbody>
<tr>
<td>Aalto School of Economics Main Building (ASE)</td>
<td>Runeberginkatu 14–16</td>
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<tr>
<td>Hanken School of Economics</td>
<td>Arkadiankatu 22</td>
</tr>
<tr>
<td>Arkadia</td>
<td>Lapuankatu 6</td>
</tr>
<tr>
<td>Economicum</td>
<td>Arkadiankatu 7</td>
</tr>
<tr>
<td>Chydenia</td>
<td>Runeberginkatu 22–24</td>
</tr>
<tr>
<td>Aalto Executive Education (AEE)</td>
<td>Mechemininkatu 3 C</td>
</tr>
<tr>
<td>Casa Academica</td>
<td>Perhonkatu 6</td>
</tr>
<tr>
<td>Finlandia Hall</td>
<td>Mannerheimintie 13</td>
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</table>
Transportation to the venue

Hanken School of Economics and Aalto School of Economics are centrally located in Helsinki and within walking distance of the city centre. The venue is approximately 30 minutes by car from Helsinki Airport. The venue is easily accessible by public transport from the city centre and from outside the city.

- **Subway:** The closest subway station is Kamppi, a 10-minute walk from the venue.
- **Tram Line 3T:** Closest tram stop "Kauppakorkeakoulu", from here a 2-minute walk to the registration areas.
- **Tram Line 8:** Closest tram stop "Perhonkatu", from here a 2-minute walk to Casa Academica and a 5-minute walk to the registration areas.
- **Bus:** Lines 14, 14B, 18, 39, 39A, 41, 45, 70T, 205: Closest stop "Kauppakorkeakoulu", from here a 2-minute walk to the registration areas.
Sponsors and Exhibitors

Sponsors

• Foundation for Economic Education
• Federation of Finnish Learned Societies
• Marcus Wallenbergin Liiketaloudellinen Tutkimussäätiö
• City of Helsinki
• Aalto University
• Hanken School of Economics

Exhibitors

• Cambridge University Press
• Copenhagen Business School Press
• Edward Elgar Publishing
• Emerald Group Publishing
• Oxford University Press
• Palgrave Macmillan
• Pearson
• Routledge
• SAGE
• Wiley

The Exhibition area is located on the first floor of the Aalto School of Economics Main Building, Runeberginkatu 14—16.
For further details, please refer to the floor plan at the end of this book.

Social Events

No transportation will be provided for any of the social events. All social events are within walking distance of the Colloquium venue.

Opening Ceremony and Keynote on Thursday, July 5, 18:00—20:00

The Opening Ceremony of the Colloquium and the first keynote will take place at the Finlandia Hall on Thursday, July 5, 2012, at 18:00.
Finlandia Hall opens at 17:30 and the Opening Ceremony will start at 18:00.
Please note that Colloquium participants are expected to make their own transport arrangements to arrive at Finlandia Hall on time.
Finlandia Hall

Finlandia Hall was designed by Alvar Aalto in 1962 and built between 1967 and 1972. The congress wing was designed even before the completion of the main wing, and was completed in 1975. It was opened just in time for the Conference on Security and Cooperation in Europe (later to be renamed OSCE), during which the heads of state from 32 countries visited Helsinki. The Helsinki Final Act was signed in the Finlandia Hall.

Finlandia Hall itself exhibits many of the ideas that Aalto experimented with during his lifelong preoccupation with monumental building construction. Aalto remained faithful to functionalism to the extent that he always sought a practical reason for his forms.

The main idea of Finlandia Hall with its tower-shaped part and inclined roof rising over the whole structure was, as Aalto thought, to improve the acoustics of the concert hall by providing a resonance area overhead. The audience would not see it because of the suspended ceiling but it would be capable of creating the kind of acoustic effect that high churches possess.

In Finlandia Hall, all materials and colours speak in nature’s own subdued way without anything artificial to distract. This is in keeping with Aalto’s conviction that architecture serves as a background for human beings. It is not startling forms or interiors with vivid colours that are supposed to attract attention, it is the audience and the performers. Therefore it cannot be denied that something is required of the people, too.

The guests at Finlandia Hall need not be attired in the same way as the audiences in traditional opera foyers or gold-laced theatres but they should be as natural and as honest in appearance as the surroundings.

Opening Ceremony program – hosted by Mirva Peltoniemi and Janne Tienari

- Welcome address by Renate Meyer, Chair of EGOS
- Welcome address from Aalto University and Hanken School of Economics
- Greeting from City of Helsinki
- Keynote speech: “A Design Envelope for Styles of Organizing?” by Gibson Burrell
- EGOS Honorary Member 2012
- EGOS Best Paper Awards 2011
- Grigor McClelland Award
- Kimmo Pohjonen Solo
- Drinks sponsored by City of Helsinki

Kimmo Pohjonen

Since 1996, after his many projects in folk, rock, dance, theatre and avant-garde music projects, Kimmo has concentrated on his solo 5-row accordion project, featuring extreme and original compositions, live loops and effects, dynamic and animated stage performance, orchestrated lights and surround sound.

Sound and light engineers Heikki Iso-Ahola and Ari “Valo” Virtanen are crucial elements of the performance, creating an event that is stimulating visually as it is sonically.

His performances and his music have been called revolutionary, astounding audiences and critics alike with their uncompromising intensity and originality.

Solo concerts have been performed all over Europe, North and South America, Israel, Japan and Russia to unanimous rave reviews.
Convenors’ Dinner on Thursday, July 5, 20:30—22:30

The traditional Convenors’ dinner will take place at Restaurant Töölönranta, on Thursday, July 5, at 20:30, just after the Opening Ceremony.

Please note that admission is by invitation only. The Restaurant Töölönranta is located about 10 minutes by foot walk from Finlandia Hall. Transportation to the venue will not be provided.

EGOS Dinner & Party on Friday, July 6, 19:00—22:00

19:00 Dinner; requires the EGOS Dinner ticket
22:00 Party featuring *Eternal Erection* (live from 22:30); free entry with EGOS name badge

The EGOS Dinner & Party will take place in the Old Student House.

Please note that the dinner ticket 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, you will receive your ticket together with your name badge and Colloquium bag when registering on-site.

All Colloquium participants have free entry to EGOS Party from 22:00 onwards. Please remember to bring your EGOS badge to be admitted!

Colloquium Registration Desk

**Opening hours**

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<th>Time</th>
<th>Location</th>
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<td>Monday, July 2</td>
<td>12:00–18:00</td>
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<td>Tuesday, July 3</td>
<td>08:00–18:00</td>
<td>Hanken School of Economics</td>
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<td>Wednesday, July 4</td>
<td>08:00–20:00</td>
<td>Hanken School of Economics</td>
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<tr>
<td>Thursday, July 5</td>
<td>08:00–18:00</td>
<td>Aalto School of Economics Main Building</td>
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<tr>
<td>Friday, July 6</td>
<td>08:00–18:00</td>
<td>Aalto School of Economics Main Building</td>
</tr>
<tr>
<td>Saturday, July 7</td>
<td>08:00–14:00</td>
<td>Aalto School of Economics Main Building</td>
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Colloquium fees
You must be registered as an “active” EGOS member to participate in the Colloquium. This means your EGOS membership fee must already have been paid before registering for the Colloquium.

<table>
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<th>Fee/registration</th>
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<th>after May 15, 2012</th>
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<tr>
<td>EGOS full member</td>
<td>EUR 365</td>
<td>EUR 440</td>
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<tr>
<td>EGOS student member</td>
<td>EUR 255</td>
<td>EUR 440</td>
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The registration fee includes:
- Registration drinks on Wednesday, July 4, 2012
- Welcome reception on Thursday, July 5, 2012
- Access to Colloquium sessions (sub-themes, Meet the Editors sessions, keynotes) on Thursday, July 5; Friday, July 6; and Saturday, July 7, 2012
- Coffee breaks and lunches on Thursday, July 5; Friday, July 6; and Saturday, July 7, 2012 (cf. p. 16)

Personal badge
Each participant will receive a name badge upon registration. For security reasons, all participants are requested to wear their badge during all Colloquium activities and social events.

Certificate of attendance
Your certificate of attendance is included in your Colloquium bag.

Cancellation of registration
Please note that we cannot honour any refunds after May 15, 2012. If you cannot attend the Colloquium, your registration can be transferred to another member of your organization/institution. Please inform the Colloquium Secretariat, CONGREX (agos2012@conrex.fi), in writing as soon as possible to whom your registration should be transferred, in order to be able to print the correct name on the badge and also for the room list for the hotel. All granted refunds will be made after the Colloquium.

Disclaimer/liability
The Organizing Committee, CONGREX and the EGOS Executive Secretariat accept no liability for any injuries or losses incurred by participants and/or accompanying persons, nor loss of, or damage to, any luggage and/or personal belongings.
Coffee and Lunch

Coffee and lunch are included in the registration fee. Coffee breaks will be served in every building, and lunches will be served in the Aalto School of Economics Main Building, Hanken, Chydenia and Aalto Executive Education on Thursday, July 5; Friday, July 6; and Saturday, July 7, 2012.

Thursday, July 5, 2012
Salad with smoked salmon (L, M, G)
Vegetarian alternative: Marinated bean salad (L, M, G)

Friday, July 6, 2012
Salad with chicken and pasta (L, M)
Vegetarian alternative: Tofu salad (L, M, G)

Saturday, July 7, 2012
Meatballs in tomato sauce with pasta and rice (L, M)
Vegetarian alternative: Zucchini vegetable stew (L, M, G)

Special dietary requirements
The lunch menu has been planned to satisfy the most common dietary requirements: vegetarian, lactose-free, milk-free and gluten-free. If you have other special dietary needs, please contact restaurant personnel. Special diets are served in all restaurants. Gluten-free bread/cakes are available in the restaurants during coffee breaks.
Technical Equipment

**Wireless internet (Wi-Fi)**
The whole Colloquium venue is covered by free wireless internet.

**Computers and printers**
Computers will be available at the Aalto School of Economics Main Building free of charge. Printers are also available.

Further Useful Information

**Banks/post offices**
Banks are open mostly between 10:00 and 16:00. Some banks in the city centre may be open until 18:00.
Post offices are generally open between 9:00 and 18:00 on weekdays and between 10:00 and 14:00 on Saturdays.

**Currency/credit cards**
The official currency is the euro (EUR). Major credit cards are accepted in hotels, restaurants and shops. It is advisable to carry an identity card or another form of photo identification.

**Cashpoints**
The nearest cashpoint (ATM) is at Arkadiankatu 23, a 2-minute walk from the registration areas.

**Electricity**
The electrical current in Finland operates at 220 V/50 Hz and uses round, two-pin European plugs. Appliances designed to operate on 110/120 Volts need a voltage converter and a plug adapter.

**Emergencies**
The emergency phone number in Finland is 112.

**Lost and found**
A lost and found service will be available at the Registration desk located in the Aalto School of Economics Main Building.

**Transportation in Helsinki**
Helsinki has an extensive network of subway, trams and buses. Timetables and routes are available online at [http://www.hsl.fi/EN/Pages/default.aspx](http://www.hsl.fi/EN/Pages/default.aspx). A single ticket inside the Helsinki municipality costs EUR 2.20 when purchased from a ticket machine, or EUR 2.70 when purchased from a driver. Tourist travel tickets are available for periods of one to seven days, with prices ranging from EUR 7.00 to EUR 28.00.
How to get to the city from the airport

By bus: Finnair City Bus from Helsinki Airport to Helsinki Central Railway Station. The service runs every 20 minutes and is available for EUR 6.20. Travel time approximately 25 minutes.

Line 615/615T runs from Helsinki Airport to Helsinki Central Railway Station. A ticket on this service costs EUR 4.20, with a travel time of approximately 35 minutes.

By taxi: The taxi journey from the airport to the centre of Helsinki takes nearly half an hour and costs about EUR 35–40. The taxi ranks are located directly outside the arrival areas of the terminals.

Water

Tap water is safe to drink.
Pre-Colloquium PhD Workshop

Date: Monday, July 2, and Tuesday, July 3, 2012
Location: Hanken School of Economics, room: A210

Convenors: Markus A. Höllerer, University of New South Wales, Australia
Silviya Svejenova, ESADE Business School, Spain
Hanna Timonen, Aalto University, Finland

Faculty: Antti Ainamo, Aalto University, Finland
Richard Badham, Macquarie University, Australia
Florian Becker-Ritterspach, German University in Cairo, Egypt
Haldor Byrkjeflot, University of Oslo, Norway
Jeannette Colyvas, Northwestern University, USA
Douglas Creed, University of Rhode Island, USA
Frank den Hond, VU University Amsterdam, The Netherlands
Paul du Gay, Copenhagen Business School, Denmark
Christian Frankel, Copenhagen Business School, Denmark
Martin Kornberger, Copenhagen Business School, Denmark
Ann Langley, HEC Montréal, Canada
Saku Mantere, Hanken School of Economics, Finland
Alan McKinlay, Heriot-Watt University, UK
Renate Meyer, WU Vienna University of Economics and Business, Austria
Gerardo Patriotta, University of Nottingham, UK
Mirva Peltoniemi, Aalto University, Finland
Linda Rouleau, HEC Montréal, Canada
Henri Schildt, Hanken School of Economics, Finland
Janne Tienari, Aalto University, Finland

Monday, July 2
12:00–13:00 Registration
13:00–14:30 Markus A. Höllerer & Hanna Timonen: Introduction Tracks A and B
14:30–15:00 Renate Meyer & Silviya Svejenova: Welcome on behalf of EGOS Tracks A and B
15:00–15:30 Coffee break
15:30–16:30 Frank den Hond: Reviewing for Academic Journals Tracks A and B
16:30–17:30 Janne Tienari: Getting Published Tracks A and B
17:30–18:30  Saku Mantere & Henri Schildt:  
**Participating in the Academic Community on the Edge of Europe**  
*Tracks A and B, together with the Post-Doctoral and Early Careers Scholars Workshop*

19:00–20:30  **Reception**  
*Tracks A and B, together with the Post-Doctoral and Early Careers Scholars Workshop*

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**Tuesday, July 3, 2012**

09:00–11:00  Ann Langley: **Organizational Scholars’ Methodological Toolkit**  
*Tracks A and B*

11:00–12:00  Jeannette Colyvas, Markus A. Höllerer, Martin Kornberger, Mirva Peltoniemi & Silviya Svejenova:  
**Having a Successful Career: Getting a Job and Getting Started**  
*Tracks A and B*

12:00–13:00  Lunch

13:00–17:00  **Discussion of participants' dissertation proposals**  
*Track A*  
Group 1: Janne Tienari  
Group 2: Douglas Creed  
Group 3: Jeannette Colyvas  
Group 4: Gerardo Patriotta  
Group 5: Haldor Byrkjeflot  
Group 6: Linda Rouleau  
Group 7: Antti Ainamo  
Group 8: Florian Becker-Ritterspach

13:00–15:00  Paul du Gay, Alan McKinlay & Martin Kornberger: **Identifying a Research Problem Worth Your (and Other People’s) While**  
*Track B*

15:00–17:00  Richard Badham, Christian Frankel & Martin Kornberger:  
**The Pleasures and Sorrows of Writing**  
*Track B*

17:00–17:30  Coffee break

17:30–19:00  Gerardo Patriotta: **Keynote: Inspiring Scholarship**  
*Tracks A and B*

19:30–24:00  **Dinner & Party**  
*Tracks A and B, together with the Post-Doctoral and Early Careers Scholars Workshop*
**POST-DOCTORAL AND EARLY CAREER SCHOLARS PRE-COLLOQUIUM WORKSHOP**

**Date**
Mondy, July 2, and Tuesday, July 3, 2012

**Location**
Hanken School of Economics, room: A309

**Convenors**
Vincent Mangematin, Grenoble Ecole de Management, France,
Robin Gustafsson, Aalto University School of Economics, Finland

**Faculty**
Frank den Hond, VU University Amsterdam, The Netherlands
Stefan Haefliger, ETH Zurich, Switzerland
Sirkka L. Jarvenpaa, McCombs School of Business, University of Texas at Austin, USA
Saku Mantere, Hanken School of Economics, Finland
Henri Schildt, Hanken School of Economics, Finland

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**Monday, July 2**

12:00–13:00 Registration

13:00–14:00 Vincent Mangematin: *Introduction – The Publication Game*

14:00–15:00 GROUP WORK

**Group 1** (Chair: Robin Gustafsson):
Sylwia Ciuk: “Looking through the local lens: The locals’ tales of expatriate leadership”
Discussant: Cyrine Ben Hafaiedh-Dridi

**Group 2** (Chair: Frank den Hond):
Rami Kaplan: “The post-war origins of the ‘Corporate Social Responsibility’ framework: A case of elite defensive reinstitutionalization”
Discussant: Henrika Franck

**Group 3** (Chair: Stefan Haefliger):
Discussant: Jillian Yeow

**Group 4** (Chair: Vincent Mangematin):
Esther Hoffmann: “Learning and communicating across organisational boundaries: Towards an integrated model of organisational learning and boundary-spanning activities”
Discussant: Shuyuan Wu
15:00–15:30  Coffee break
15:30–17:30  GROUP WORK

**Group 1** (Chair: Robin Gustafsson):
(a) Markos Zachariadis: “Designing orchestration process to support healthcare innovation networks: the case of clinical commissioning groups (CCGs) in the UK”  
*Discussant: Tuomas Kuronen*
(b) Tuomas Kuronen: “Ritual in constructing strategic leadership”  
*Discussant: Sylwia Ciuk*

**Group 2** (Chair: Frank den Hond)
(a) Alex Bitektine: “The development and validation of empirical measures of organizational legitimacy, reputation, and status”  
*Discussant: Carola Wolf*
(b) Carola Wolf: “Empowering middle managers in formal strategic planning systems: Effects of institutionalization”  
*Discussant: Rami Kaplan*

**Group 3** (Chair: Stefan Haefliger)
(a) Alessandro Giudici: “The relational deployment and development of dynamic capacities: Evidence from a network intermediary”  
*Discussant: Norbert Steigenberger*
(b) Norbert Steigenberger: “The two sides of firm performance: An RBV-appropriation theory perspective”  
*Discussant: Sara Browne*

**Group 4** (Chair: Vincent Mangematin)
(a) Antti Kauppinen: “Creative desires and becomings that foster entrepreneurial processes as a part of a society-entrepreneurialism”  
*Discussant: Yuan Li*
(b) Yuan Li: “Controversy and institution building: How expert and political elites shape the development of China’s Stock Market”  
*Discussant: Esther Hoffmann*

17:30–18:30  Saku Mantere & Henri Schildt:  
**Keynote: Participating in the Academic Community on the Edge of Europe**

19:00–21:00  Reception (at "Kunsthalle", Nervanderinkatu 3)  
Together with the pre-Colloquium PhD Workshop
Tuesday, July 3

09:00–11:00  GROUP WORK

**Group 1** (Chair: Robin Gustafsson):
Tuomas Kuronen: “The strategic and the sociopsychological approaches to new venture team formation: Exploring the paradox”
*Discussant: Markos Zachariadis*

**Group 2** (Chair: Frank den Hond)
(a) Henrika Franck: “Ethics in strategy management: Sensemaking of the strategic aim and ethics”
*Discussant: Rebecca Henn*
(b) Rebecca Henn: “How do emergent issues both influence and disseminate through a fragmented field?”
*Discussant: Alex Bitektine*

**Group 3** (Chair: Stefan Haefliger)
(a) Jillian Yeow: “The consideration of virtuality in project-based organising contexts”
*Discussant: Alessandro Giudici*
(b) Sara Browne: “How do organisations engage in marketing strategy making? A problemistic search perspective”
*Discussant: Ann-Marie Nienaber*

**Group 4** (Chair: Vincent Mangematin)
(a) Shuyuan Wu: "Knowledge IS power: The emergence of the firm and its market as epistemic communities"
*Discussant: Meera Sarma*
(b) Meera Sarma: “Innovation in hacker communities”
Discussant: Antti Kauppinen

11:00–12:00  Frank den Hond: **View from the Editor**
After that: Questions and Debates

12:00–13:30  Lunch

13:30–15:00  Stefan Haefliger and Vincent Mangematin: **What we Learnt as Reviewers and as Authors**

15:00–15:30  Coffee break

15:30–17:00  Frank den Honda: **Responsibility to Social Movements and Politics** – Lesson & Discussion –

17:00–18:30  Sirkka L. Jarvenpaa: **Getting Published and Building-up an Academic Career** (Research and Publishing)

19:30–24:00  Dinner & Party (at Restaurant Glöd, Korkeavuorenkatu 34)
Together with the pre-Colloquium PhD Workshop
# Gender and Diversity

**Date**  
Wednesday, July 4, 2012, 08:30–15:00

**Location**  
Hanken School of Economics, room: A309

**Convenors**  
Elina Henttonen, Aalto University School of Economics, Finland  
Saija Katila, University of Helsinki, Finland  
Susan Meriläinen, University of Lapland, Finland  
Regine Bendl, Vienna University of Economics and Business, Austria

**Faculty**  
Yvonne Benschop, Radboud University Nijmegen, The Netherlands  
Marta Calás, University of Massachusetts, USA  
Silvia Gherardi, University of Trento, Italy  
Mustafa Özbilgin, Brunel Business School, London, UK

**Program**

<table>
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<tr>
<th>Time</th>
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<tr>
<td>08:30–09:00</td>
<td>Registration</td>
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<tr>
<td>09:00–09:30</td>
<td>Opening</td>
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<tr>
<td>09:30–11:30</td>
<td>Two parallel Round Tables</td>
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<td>11:30–12:30</td>
<td>Lunch break</td>
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<tr>
<td>12:30–13:30</td>
<td>Discussion: Developing Papers</td>
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</table>
| 13:30–15:00| Presentations by Silvia Gherardi and Mustafa Özbilgin  
                Discussion |
**Strategic as Practice**

**Date**
Wednesday, July 4, 2012, 08:30–14:00

**Location**

**Convenors**
Johanna Moisander, Aalto University, Finland,
Chahrazad Abdallah, Birkbeck, University of London, UK
David Grant, University of Sydney Business School, Australia
Kathryn Fahy, Lancaster University Management School, UK

**Faculty**
Pikka-Maaria Laine, University of Lapland, Finland
Jane Lê, University of Sydney Business School, Australia
Saku Mantere, Hanken School of Business, Finland
Johanna Moisander, Aalto University School of Economics, Finland
Linda Rouleau, HEC Montréal, Canada
David Seidl, University of Zurich, Switzerland
Paul Spee, University of Sydney, Australia
Richard Whittington, Saïd Business School, University of Oxford, UK

**Program**

08:30–09:00  Registration
09:00–09:20  Opening
09:20–09:50  Saku Mantere: *Is Strategy-as-Practice a Theory, Object of Research or a Community of Researchers?*
10:00–10:45  Parallel Round Tables
10:45–11:30  Parallel Round Tables
11:30–12:30  Lunch break
12:30–13:15  Parallel Round Tables
13:15–14:00  Closing
ORGANIZATIONAL INSTITUTIONALISM: STUDYING SOCIAL AGENCY AND INSTITUTIONS IN LOCAL, NATIONAL AND INTERNATIONAL CONTEXTS

**Date**  
Wednesday, July 4, 2012, 09:00–15:00

**Location**  
Hanken School of Economics, room: A305

**Convenors**  
Peter Walgenbach, Friedrich Schiller University of Jena, Germany  
Mike Geppert, University of Sussex, UK

**Faculty**  
Florian Becker-Ritterspach, Germany University in Cairo, Egypt  
Susanne Blazejewski, Alanus University of Arts and Social Science, Germany  
Marie-Laure Djelic, ESSEC Business School, Cergy Pontoise, France  
Gili Drori, Hebrew University of Jerusalem, Israel  
Royston Greenwood, Royston Greenwood, University of Alberta, Canada  
Renate Meyer, WU Vienna University of Economics and Business, Austria  
Trish Reay, University of Alberta, Canada  
Arndt Sorge, University Potsdam, Germany

**Program**

09:00–09:45  
Starting Panel (Royston Greenwood and Arndt Sorge):  
*How to write a good paper? And how to get it published? Recommendations for authors from an editor’s point of view*

09:45–10:15  
Coffee break

10:15–12:15  
ROUND TABLE 1 (5 parallel sessions)

**Round Table 1.1** (Florian Becker-Ritterspach and Renate Meyer):  
papers presented by: Marcos Barros and Mirha Sunagic  
further participants: Vesa Peltokorpi

**Round Table 1.2** (Susanne Blazejewski and Peter Walgenbach):  
papers presented by: Konstantinos Chalkias and Liudvika Leisyte  
further participants: Christel Dumas and Alison Kemper

**Round Table 1.3** (Marie-Laure Djelic and Mike Geppert):  
papers presented by: Sylwia Ciuk & Philip James and Alexei Koveshnikov, Wilhelm Barner-Rasmussen & Eero Vaara  
further participants: Emilie Bargues and Hélène Lambrix
Round Table 1.4 (Gili Drori and Trish Reay):
papers presented by: Itziar Castelló & Michael Etter and Jordi Comas & Ted Tschang
further participants: Marcus Vinícius Peinado Gomes and Christoph Haug

Round Table 1.5 (Royston Greenwood and Arndt Sorge):
papers presented by: Josephine Stomp and Anna Gerstrøm
further participants: Sushanta Kumar Sarma

12:15–13:30 Lunch break

13:30–15:00 ROUND TABLE 2 (4 parallel sessions):
Round Table 2.1 (Marie-Laure Djelic and Arndt Sorge):
papers presented by: Christel Dumas & Céline Louche and Alison Kemper
further participants: Itziar Castelló, Jordi Comas and Josephine Stomp

Round Table 2.2 (Susanne Blazejewski and Trish Reay):
papers presented by: Emilie Bargues and Hélène Lambrix & François-Xavier de Vaujany
further participants: Marcos Barros and Mirha Sunagic

Round Table 2.3 (Gili Drori and Mike Geppert):
papers presented by: Vesa Peltokorpi & Fabian Froese and Sushanta Kumar Sarma
further participants: Konstantinos Chalkias and Liudvika Leisyte

Round Table 2.4 (Florian Becker-Ritterspach and Peter Walgenbach):
papers presented by: Marcus Vinícius Peinado Gomes and Christoph Haug
further participants: Sylwia Ciuk, Alexei Koveshnikov and Anna Gerstrøm
History and Organization Studies

Date: Wednesday, July 4, 2012, 08:30–15:00
Location: Hanken School of Economics, room: A304

Convenors:
- Behlül Üsdiken, Sabanci University, Istanbul, Turkey
- Matthias Kipping, Schulich School of Business, York University, Toronto, Canada
- Lars Engwall, Uppsala University, Sweden
- Kalle Pajunen, University of Turku

Faculty:
- Rick Delbridge, Cardiff Business School, UK
- Lars Engwall, Uppsala University, Sweden
- Matthias Kipping, York University, Toronto, Canada
- Kalle Pajunen, University of Turku, Finland
- Mick Rowlinson, Queen Mary University of London, UK
- Behlül Üsdiken, Sabanci University, Istanbul, Turkey
- Daniel Wadwhani, University of the Pacific, Stockton, USA

Please note: there will be a welcome dinner on Tuesday, July 3, 2012 at 19:00. Details to be circulated by the convenors.

Program:
- 08:30–10:00: History and Organization Studies (Engwall, Rowlinson, Üsdiken)
- 10:00–10:30: Coffee break
- 10:30–12:00: Finding and analysing historical data (Kipping, Pajunen, Whadwani)
- 12:00–13:00: Lunch break
- 13:00–14:30: Writing and publishing historical articles in management journals (Delbridge, Rowlinson, Üsdiken)
- 14:30–15:00: Coffee break
- 15:00–17:00: Paper discussions in two sub-groups
Group 1 (Üsdiken, Pajunen, Rowlinson)
Maria Grafström (Uppsala University), “Institutional entrepreneurial processes: Nascent developments of a Swedish field of business journalism”
Genjiro Kosaka (Ibaraki University), “Revitalizing existing technology by a new Entrant: The rise of the vacuum fluorescent display industry”
Ingemar Pettersson (Royal Institute of Technology, Stockholm), “Organizational deconstruction: Cooperative industrial research institutes in 1940s Sweden”

Group 2 (Engwall, Kipping, Wadhwani)
Silvia Dorado (University of Rhode Island) and Elena Dalpiaz (Imperial College), “Organizational value claims amidst institutional contestation: A case study from the field of microfinance”
Rami Kaplan (Tel Aviv University), “A genealogy of the struggle between ‘transformative’ and ‘defensive’ corporate social responsibility in the United States, 1920–1980”
Flora Sfez (ESCEM, Tours), “Historical analysis to understand changes in organizational patterns: the case of a Financial Market”
Gerarda Westerhuis (Utrecht University), “The corporate governance of Dutch business: A shift from shareholder rights to insider control”
WORK ORGANIZATION, EMPLOYMENT AND REGULATION IN THE RETAIL INDUSTRY

Date: Tuesday, July 3, 2012; 9:00–15:00
Location: Arkadia, room: E-012

Organizers:
Michael Wortmann, University of Surrey, UK
Mike Geppert, University of Surrey, UK
Mika Skippari, Aalto University, Finland

Faculty:
Ödül Bozkurt, University of Sussex, UK
Emine Çeliksoy, Çankırı Karatekin University, Turkey
Jan Czarzasty, University of Warsaw, Poland
Deniz Kağnıcıoğlu, Anadolu University, Turkey
Holm-Detlev Köhler, University of Oviedo, Spain
Ela Özkan-Canbolat, Çankırı Karatekin University, Turkey
Tony Royle, NUI Galway, Ireland
Yvonne Rückert, University of Oviedo, Spain
Olli Rusanen, Aalto University, Finland
Banu Uçkan, Anadolu University, Turkey
Karen Williams, Swansea University, UK

Program:
09:00–09:10 Opening
09:10–09:40 Mike Geppert, Karen Williams, Michael Wortmann, Jan Czarzasty, Deniz Kağnıcıoğlu, Holm-Detlev Köhler, Tony Royle, Yvonne Rückert and Banu Uçkan:
Industrial relations in European multinational food retailers – A comparison of hypermarkets in seven European countries

9:40–10:10 Holm-Detlev Köhler, Tony Royle & Yvonne Rückert:
The development of organizational fields in weak economies: The behaviour of MNE subsidiaries – IKEA, Carrefour and their employment practices in Spain

10:10–10:30 Coffee break
10:30–11:00  Mika Skippari & Olli Rusanen:  
**Balancing between host-country institutional pressures and global retail business strategy: The case of Lidl Finland**

11:00–11:30  Jan Czarzasty, Deniz Kağnicioğlu & Banu Uçkan:  
**Shopping for members: Trade unions in Turkish and Polish retail networks**

11:30–12:30  Lunch break

12:30–13:00  Mike Geppert & Karen Williams (+ other research team members):  
**Micro-political game playing in European hard discounters: An international comparison of work organisation and employment in Lidl stores**

13:00–13:30  Ödül Bozkurt:  
**Innovation and the intensification of managerial work: Enhancing productivity in British supermarkets**

13:30–13:50  Coffee break

13:50–14:20  Ela Özkan-Canbolat & Emine Çeliksoy:  
**The role of network organization on strategic competitive advantage: Model of brand name manufacturer and retailer**

14:20–15:00  Wrap-up, general discussion and closing words
WORKSHOP ON THE ART OF ACADEMIC REVIEWING

Date Wednesday, July 4, 2012; 9:00–12:00
Location Hanken School of Economics, room: Futurum

Coordinators Eero Vaara, Hanken School of Economics, Finland
                  David Wilson, University of Warwick, UK

Editors Joep Cornelissen, Journal of Management Studies
               Rick Delbridge, Academy of Management Review
               Tomi Laamanen, Strategic Management Journal
               Ann Langley, Strategic Organization
               Robyn Thomas, Organization

Program

09:00–09:15 Introduction: Eero Vaara & David Wilson
09:15–10:00 Words of wisdom from the Editors
10:00–11:30 Group work
11:30–11:45 Closing: David Wilson & Eero Vaara
11:45– Working lunch
EGOS Women’s Networking Meeting 2012

Date: Wednesday, July 4, 2012; 15:30–17:00
Location: Hanken School of Economics, rooms: Maxen; A306, A307, A308

Faculty:
- Regine Bendl, WU Vienna University of Economics and Business, Austria
- Yvonne Benschop, Radboud University Nijmegen, The Netherlands
- Inge Bleijenbergh, Radboud University Nijmegen, The Netherlands
- Elina Henttonen, Aalto University School of Economics, Finland
- Savita Kumra, Brunel Business School, UK
- Yvette Taminiau, VU University Amsterdam, The Netherlands

Round Table A: Impression Management
Yvonne Benschop & Savita Kumra

Round Table B: Publication Strategies
Regine Bendl

Round Table C: Work Life Balance
Inge Bleijenbergh & Elina Henttonen

Round Table D: Networking
Yvette Taminiau
### Other (Pre-)Colloquium Meetings

All meetings listed below take place at Hanken School of Economics Main Building, Arkadiankatu 22.

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<tr>
<td>Wednesday, July 4</td>
<td>13:00–15:00</td>
<td><em>Organization</em>: Board Meeting</td>
<td>A411</td>
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<tr>
<td>Wednesday, July 4</td>
<td>14:00–16:00</td>
<td><em>Journal of Management Studies</em>: Board Meeting</td>
<td>Lärarrummet</td>
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<tr>
<td>Wednesday, July 4</td>
<td>15:00–16:00</td>
<td><em>Organization Studies</em>: Advisory Board Meeting</td>
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<tr>
<td>Wednesday, July 4</td>
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<td>EGOS Board Meeting I</td>
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<tr>
<td>Friday, July 6</td>
<td>16:30–18:00</td>
<td><em>Scandinavian Journal of Management</em>: Editorial Board Meeting</td>
<td>Lärarrummet</td>
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<tr>
<td>Friday, July 6</td>
<td>16:30–18:00</td>
<td><em>Journal of Change Management</em>: Annual Board Meeting</td>
<td>A305</td>
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<tr>
<td>Saturday, July 7</td>
<td>14:00–16:00</td>
<td>EGOS Board Meeting II</td>
<td>Lärarrummet</td>
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THE GRIGOR McCLELLAND DOCTORAL DISSERTATION Award 2011

Presentation and Reception

Date: Thursday, July 5, 16:00–18:00
Location: Aalto School of Economics Main Building, room: A-304
Chairs: Julia Balogun, University of Lancaster, UK
Joep Cornelissen, VU University Amsterdam, The Netherlands

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

At the event, shortlisted candidates will present their work:
- Julien Jourdan, HEC Paris, France
- Renee Rottner, University of California Irvine, USA
- Tyler Wry, University of Alberta, Canada

The award will be presented at the Opening Ceremony at Finlandia Hall.

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

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

Date: Friday, July 6, 17:00–19:00
Location: KPMG-Ballroom, Casa Academica, Hietaniemenkatu 7
Organizers: Copenhagen Business School (CBS)
- Department of Organization
- Department of Intercultural Communication and Management
- Department of Business and Politics
- Department of Management, Politics and Philosophy

All Colloquium participants are invited to the CBS Punch Bowl (and beer) reception at Casa Academica. Drop by after Friday’s EGOS Colloquium program and before the official EGOS Dinner & Party!

SCANCOR RECEPTION

Date: Friday, July 6, 17:00–19:00
Location: Restaurant Proffa, Aalto School of Economics Main Building (2nd floor)
Hosted by: Liisa Valikangas, Aalto University & SCANCOR Board Members

We look forward to welcoming you to the SCANCOR Friends & Family reception at the EGOS Colloquium! Come alone or bring SCANCOR friends to Restaurant Proffa. Summer drinks and finger food available.
The theme of EGOS 2012 in Helsinki is *Design!?* The concept of design has been defined and used in a multitude of ways in a variety of academic fields, ranging from the classics of organizational design to studies on open sourcing and aesthetics. At the EGOS Colloquium 2012, we seek not only to problematize and rethink the various meanings of design, but also to promote discussion on new ways to view and to understand organizations and organizing on this basis.

Design can be linked to a range of fundamental issues of interest in the EGOS community. In organization theory, design has traditionally referred to structures, roles and relationships, and their preferred combinations in particular environments. More processual understandings of organizing have taken design as something more fluid, focusing on routines, practices and discourses (re)constructed in social interaction. In making sense of management and managing, design can be used as a heuristic for new understandings. Design also relates to critical and avantgarde work in organization and management studies, and to new thinking on organizing and technology. Last but not least, design is connected to the choices we make when carrying out research: to the ways in which we choose to frame phenomena, carry out fieldwork and generate empirical materials, and write up our findings.

The concept of design incorporates distinctions between structure and agency, control and freedom, power and resistance, inclusion and exclusion, and rationality and creativity, to name but a few examples. These key concepts may be considered contradictory or paradoxical – or their interrelationships can be rethought with the help of the design metaphor.

The exclamation mark in *Design!?* at this year’s Colloquium denotes the need for organizational and other theorists to take actively into account different perspectives, to take a stand, and to suggest new and innovative ideas vis-à-vis existing work. The question mark, in turn, encourages the problematization of established notions, conceptualizations and categorizations. Organizational and other theorists need to render visible and question the taken-for-granted understandings that sustain and reproduce established boundaries in organizations and organizing – as well as in the ways in which researchers make sense of them.

In this spirit, the 2012 EGOS Colloquium uses the metaphor of *Design!?* to call for constructive interdisciplinary conversation. We invite you to embrace the breadth of available alternatives related to *Design!?* and to connect in the spirit of dialogue.

In the harsh Northern climate, Helsinki, the Finnish capital, is emblematic of the social, practical and cultural aspects of *Design!?* In the Finnish context, design is first and foremost about usefulness, rather than exclusiveness and glamour. Design is not something reserved for elites and connoisseurs. It is everywhere. Sometimes it fails to please the eye, but it usually works, plain and simple. Welcome to Helsinki, the World Design Capital 2012!
**Wednesday, July 4, 2012**

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<td>Colloquium Registration</td>
<td>Hanken School of Economics</td>
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<td>17:00</td>
<td>Welcome Drinks</td>
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**Thursday, July 5, 2012**

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<td>Colloquium Registration</td>
<td>Aalto School of Economics Main Building</td>
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<tr>
<td>09:00–10:30</td>
<td>Sub-themes – Session I</td>
<td>All buildings</td>
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<td>10:30–11:00</td>
<td>Coffee break</td>
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<td>11:00–12:30</td>
<td>Sub-themes – Session II</td>
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<tr>
<td>12:30–14:00</td>
<td>Lunch</td>
<td>Aalto School of Economics Main Building, Hanken School of Economics, Chydenia and Aalto Executive Education</td>
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<td>14:00–15:30</td>
<td>Sub-themes – Session III</td>
<td>All buildings</td>
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<td>15:30–16:00</td>
<td>Coffee break</td>
<td>All buildings</td>
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<tr>
<td>16:00–17:30</td>
<td>Sub-Plenary: “Remembering an Organizational Scholar and Management Visionary: Max Boisot”</td>
<td>Hanken School of Economics, room: A411</td>
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<tr>
<td>16:00–18:00</td>
<td>The Grigor McClelland Doctoral Dissertation Award 2011</td>
<td>Aalto School of Economics Main Building, room: A-304</td>
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<tr>
<td>18:00–20:00</td>
<td>Opening Ceremony inc. Keynote by Gibson Burrell (further program details: p. 13)</td>
<td>Finlandia Hall, Mannerheimintie 13</td>
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<td>20:30</td>
<td>Convenors’ Dinner</td>
<td>Restaurant Töölönranta, Helsinginkatu 56</td>
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<td>Sub-themes – Session IV</td>
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<td>Coffee break</td>
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<td>11:00–12:30</td>
<td>Sub-themes – Session V</td>
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<tr>
<td>12:30–14:00</td>
<td>Lunch</td>
<td>Aalto School of Economics Main Building, Hanken School of Economics, Chydenia and Aalto Executive Education</td>
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<tr>
<td>14:00–15:00</td>
<td>Plenary 1: Yrjö Engeström &amp; Robin Holt: &quot;Organizational Design: Art, Craft or Science?&quot;</td>
<td>Hanken School of Economics, Grand Hall</td>
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<td>Plenary 2: Marta Calás, Linda Smircich, Yvonne Benschop &amp; Elina Henttonen: &quot;Gendering Designs–Designing Genders?&quot;</td>
<td>Hanken School of Economics, room: Maxen</td>
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<tr>
<td>15:00–15:30</td>
<td>Coffee break</td>
<td>All buildings</td>
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<tr>
<td>15:30–16:30</td>
<td>Keynote by Silvia Gherardi &amp; Richard Whittington: &quot;Dialogue on Practice-based Approaches to Organizational Design&quot;</td>
<td>Aalto School of Economics Main Building, room: B-163</td>
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<td>16:30–17:30</td>
<td>EGOS General Assembly</td>
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| 16:30–18:00  | *Scandinavian Journal of Management* Editorial Board Meeting  
*Journal of Change Management* Annual Board Meeting | Hanken School of Economics, room: Lärarrummet                               |
|              |                                                                        | Hanken School of Economics, room: A305                                    |
| 17:00–19:00  | CBS Punch Bowl Reception  
SCANCOR Reception                | Casa Academica, KPMG-Ballroom                                             |
| 19:00        | EGOS Dinner & Party                                                    | Old Student House, Mannerheimintie 3                                       |

**Saturday, July 7, 2012**

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<td>14:00–16:00</td>
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A Design Envelope for Styles of Organizing

Gibson Burrell

DATE Thursday, July 5, 18:00–20:00
LOCATION Finlandia Hall

Gibson Burrell is Professor of Organization Theory at the University of Leicester, UK.

He thought he was designed by his parents until he was subjected at the age of 13 to a series of distasteful tests, designed by geneticists at University of Durham, UK. They informed him of the likelihood that he was of Norse stock, the possible product of Viking and Northumbrian forebears having designs upon each other. Even though this conjecture was a form of ‘de-signing’ origins, it is an historical design element with which Burrell is no longer unhappy.

Since that trauma he has attempted to design courses, programs, departmental ‘quality regimes’, staff recruitment policies, conceptual frameworks for his areas of interest, journal structures and processes, and even what a community of scholars might look like. But since no design ever survives its first contact with politics, none of these designs has worked fully, properly or promptly. He believes on the basis of this experience that whilst George Bernard Shaw talked of ‘the might of design’, in organizations we should talk rather about ‘might for design’.

Keynote Speakers
**Dialogue on Practice-based Approaches to Organizational Design**

Silvia Gherardi & Richard Whittington

**Date**  
Friday, July 6, 15:30–16:30

**Location**  
Aalto School of Economics Main Building, room: B-163

**Silvia Gherardi** is Professor of Sociology of Work and Organization at the University of Trento, Italy, where she is responsible for the Research Unit on Communication, Organizational Learning and Aesthetics (RUCOLA).

In recent years, her research activities have focused on a practice-based approach to workplace learning and knowing. Her theoretical background is in qualitative sociology, organizational symbolism, and feminist studies. From this standpoint, she illustrates how design may be read through a practice lens, i.e. as a practical activity in which ideas and matter are entangled and forms come into life.

Her most recent book (with Antonio Strati), *Knowing and Learning in Practice-based Studies* (Edward Elgar, 2012), is devoted to the methodology for practice-based studies.

**Richard Whittington** is Professor of Strategic Management at the Saïd Business School and Millman Fellow at New College, University of Oxford, UK.

His main research focus is on Strategy-as-Practice. Here he is interested particularly in reasserting the roles of ‘design’ in strategy: strategies are deliberately designed, and this designing involves similar kinds of work with material technologies and symbolic representations as in other design professions, such as architecture or engineering.

Richard is the author or co-author of a number of books on strategy, including *Exploring Strategy, Fundamentals of Strategy* and *What is Strategy – and Does it Matter?*
Organizational Design: Art, Craft or Science?

Date Friday, July 6, 14:00–15:00
Location Hanken School of Economics, Grand Hall

Plenary Speakers
Yrjö Engeström, University of Helsinki, Finland
Robin Holt, University of Liverpool, UK

Chair
Martin Fougère, Hanken School of Economics, Finland

Expansive Organizational Design from Below: An Activity-Theoretical Tale

From the perspective of cultural-historical activity theory, human activity is a systemic and collective formation oriented toward an object. Activity systems develop and change by facing and resolving their inner contradictions. When members of an organized activity system engage in such transformation efforts, they actually engage in organizational design from below. Expansive organizational design may thus be defined as a collective, longitudinal effort to resolve pressing inner contradictions of an activity system by means of constructing and implementing a new concept for the activity.

In our work, we facilitate and analyze such expansive design processes using an intervention methodology called the Change Laboratory. I will demonstrate key contours of such a process with the help of an example, the Change Laboratory conducted to generate a new concept for the work and organization of the Central Campus Library of the University of Helsinki, Finland.

Yrjö Engeström is Professor of Adult Education and Director of the Center for Research on Activity, Development and Learning (CRADLE) at the University of Helsinki, Finland. He is Professor Emeritus of Communication at the University of California, San Diego, USA. Engeström applies and develops cultural-historical activity theory as a framework for the study of transformations and learning processes in work activities and organizations.

He is widely known for his theory of expansive learning and for the interventionist methodology of developmental work research. Engeström’s most recent book is From Teams to Knots: Activity-Theoretical Studies of Collaboration and Learning at Work, published by Cambridge University Press in 2008. He has received an honorary professorship from University of Birmingham, UK and an honorary doctorate from University of Oslo, Norway.
Strategy and the Art of Being General

To design an organization is the job of strategists. We might call such a practice ‘the art of the general’. To design an organization is to have regard for where and what the organization is, where it might want to go and what it might become, how it might get there, and how to know whether these aims have been realized.

Only when all these aspects are being considered in a total design do we have the ‘art of the general’. Though pragmatically sensible, I will argue that this one-sided view of understanding organizational design has become an all-sided view steeped in an epistemological irony: the more it reveals, the more is concealed. To appreciate this irony we might think about the practice of art itself.

Gustave Flaubert said writing a novel was much like trying to decant the sea into a carafe; how to cover so much existence and conjecture with so few tools and words? The carafe is neat, transparent, available and epistemologically comfortable. Yet, Flaubert’s realism acknowledges such confinement is impossible, life always spills over any attempt to represent it, and the good writer relishes such, playing with the possibilities of concentration, incision, intensification, elision and emphasis.

Aware of the inexhaustible and transitory nature of meaning, artistic practice can recall to prominence the importance of the vague and the force of the negative. It can also call into question our compulsion for assertion and our hankering for presence; there are few other forms of life in which absence, reticence and stillness find such sustained expression.

It is these characteristics of art that I wish to bring to bear to the question of organizational design understood strategically.

Robin Holt is Professor at the University of Liverpool Management School, UK, on the western edge of Europe. With his friend Robert Chia, he recently published Strategy Without Design, which, if nothing else, is a good description of an academic career that has seen him hold down various jobs in UK universities, mainly as a researcher. Having studied economics and philosophy, and now apparently in a position where this background is starting to make some kind of sense, he is working on questions of new organizational form configured by experiences of judgment, sympathy and imagination. He is on the editorial team of the journal Organization Studies and is currently co-editing the Oxford Handbook of Process Philosophy and Organization Studies.
This plenary brings together three generations of feminist organizational scholars who have been addressing questions about the gendering of organizations and the organizing of genders throughout their careers. In practice, the question of design figures centrally in the research issues they have investigated. For instance, if an organizing activity is gendered (and sexualized, racialized, classed), in which ways does this manifest itself? How does feminist theorizing allow us to observe and analyze these activities as gendered by design – i.e., gendering designs? Concurrently, does the designing of new forms of organizing lead to the appearance of new gendering processes and practices? And if so, does anything really change? From these questions, it is unavoidable, then, to examine whether the notion of “design” is already gendered (and sexualized, racialized, classed), and if so, in which ways – i.e., designing genders. Furthermore, is there a way out for imagining a future after “design”, de-sign? How does feminist scholarship provide inspiration for that re-“design”?

The presenters will share briefly their perspectives on these questions, emerging from different moments in their scholarly experiences, places, and generations. These presentations will be followed by a reflective plenary discussion on the place of gender and diversity scholarship at EGOS now and in the future. Does EGOS need re-“design”? 

Marta B. Calás is Professor of Organization Studies and International Management, and Linda Smircich is Professor of Organization Studies. They are both – and have been for a very long time – at the Isenberg School of Management, University of Massachusetts-Amherst, USA. Marta and Linda, individually and collectively, believe that their work is strongly interdisciplinary, following intellectual advances in cultural fields to interrogate and re-theorize topics in organizational scholarship such as globalization, leadership, business ethics and entrepreneurship, while focusing on theory development and meta-theoretical concerns. Of course, that is
what they believe because they think they can control – by design – what they are doing. However, others have different opinions of what they do – including the illusion that they design anything (!), as they are promptly informed every semester when facing their scheduled courses, their students, and their colleagues, as well as journal editors and reviewers to whom they submit their work. In one of those illusory moments, when they thought they were contributing to designing something – and not being trapped by journals’ design – they were part of the founding editorial team of *Organization*, serving in an editorial capacity for many years thereafter . . . Their chapters on feminist theorizing in the Sage *Handbook of Organizations Studies* (1996; 2006) continue to be cited – and they are grateful for it.

**Yvonne Benschop** is Professor of Organizational Behavior at the Institute for Management Research and affiliated with the Institute for Gender Studies at the Radboud University of Nijmegen, the Netherlands. Her main inspirations are feminist organization studies and critical management studies. Her background in political science continues to influence her view on organizations as political arenas. She is interested in the ambiguities of design; she admires the aesthetic quality and ingenuity of many designs, but not as much those organizational designs that routinely reproduce inequalities on the base of gender, race, class, age and sexuality. Redesigning the inequality regimes in organizations is a main driver of her work. Her current research looks at gender practices in informal organization processes such as networking and impression management, specifically in women’s networks. A second research line focuses on power and resistance in the organizational changes brought about by gender mainstreaming and diversity management. She is an associate editor of *Organization and of Gender, Work and Organization*, and serves on the editorial boards of several other journals.

**Elina Henttonen** is Post-doctoral Researcher in the Department of Management and International Business, Aalto University School of Economics, Finland. Her research focuses on gender and diversity in organizations, and she is one of the convenors of the EGOS Standing Working Group of Gender and Diversity. Her current research projects deal with gendering in technology work, practices of ethnographic research, and gendered media discourses on professions and professionals. Elina wonders how design, in all its ambiguities, simultaneously facilitates and complicates our lives and engagement in organizational practices.
The many different connotations and usages of both concepts, design and institutions, render their relationship far from straightforward.

The allusion of ‘deliberate making’ leads design right into a vivid debate in organizational institutionalism: Institutions are, of course, the product of human effort and intentions, but can they be consciously designed? How malleable are relatively fixed, often taken-for-granted, practices to deliberate intervention? Much recent work has studied how actors deal with institutional pluralism and complexity, often in a strategic way. At the same time, the understanding that institutions constitute actors and are outside an individual’s reflexive reach is also fundamental for the theory.

With more technologically framed minds, design conjures up an association with underlying workings, configurations, cogs and wheels – mechanisms whose multiple and varied interplay and combinations account for the amorphous heterogeneities build from more stable elements.

A vivid stream of institutional research looks into the architecture of institutions like markets or the law. Design also comprises aesthetics and beauty beyond usefulness and functionality and, understood in such a way, insinuates the famous infusion with value beyond the technical requirements at hand. By lining up with fashion, innovativeness and creativity, design evokes yet another set of categorizations that may, at first sight, even be considered contradictory or antagonistic to institutions.

In this panel we will explore such and – as the question mark behind the title encourages – also other questions.
Renate Meyer is Professor for Public Management and Governance at WU University of Economics and Business, Vienna, Austria, and Head of the Institute for Public Management and the Research Institute for Urban Management & Governance. She is also permanent Visiting Professor at the Department for Organization of the Copenhagen Business School, Denmark, and the current Chair of EGOS. Her current research interests include visual and discursive framing strategies, ambiguity as a stabilizing and normalizing device, and new forms of governance in the public sector.

Walter W. Powell is a sociologist at Stanford University, USA, with a primary appointment in the School of Education, and secondary appointments in the Schools of Business and Engineering, and in Sociology, Communication, and Public Policy. He is also an external faculty member at the Santa Fe Institute and faculty co-director of the Center on Philanthropy and Civil Society at Stanford. From 1999 to 2010, he was the director of SCANCOR (Scandinavian Consortium for Organizational Research) at Stanford. His most recent book, with John F. Padgett, is *The Emergence of Organizations and Markets*, Princeton University Press, 2012.

Royston Greenwood is the Telus Professor of Strategic Management at the University of Alberta, Canada. His interests and research are informed by institutional theory. Current projects include an exploration of how the design of institutional arrangements enable and shape sustained corporate corruption – notably in professional settings. He is also a life-long weary fan of Leeds United Football Club and the Yorkshire Cricket Club (both UK).
REMEMBERING AN ORGANIZATION SCHOLAR AND MANAGEMENT VISIONARY: MAX BOISOT

Date          Thursday, July 5, 16:00–17:30
Location      Hanken School of Economics, room: A411
Moderators    Wolfgang Güttel, Johannes Kepler University Linz, Austria
              Martin Ihrig, University of Pennsylvania, USA

Description
Following Max Boisot’s death, several colleagues and friends shared ideas as to how his contributions might be remembered and also brought to a wider audience. One idea that emerged was a special event at a conference that would bring together renowned scholars who worked closely with him.

The purpose of this sub-plenary panel is to commemorate Max Boisot’s life and work. But it is more than that. Each panelist will give a short presentation about a topic that is linked to one or more areas in which Max Boisot forged new understanding. Following this, there will be time for questions and discussion with the audience.

Panelists
John Child, Emeritus Chair of Commerce, University of Birmingham, UK
Markus Nordberg, Resources Coordinator, ATLAS Experiment at CERN, Switzerland
Marzio Nessi, Technical Coordinator, ATLAS Experiment at CERN, Switzerland
Ron Sanchez, Professor of Management, Copenhagen Business School, Denmark
Yasmin Merali, Associate Professor, Warwick Business School, UK
Agustí Canals, Associate Professor, Universitat Oberta de Catalunya, Spain
BUILDING ON THE WORK OF MAX BOISOT: THE KNOWLEDGE-BASED STUDY OF COMPLEX ORGANIZATIONS AND SYSTEMS

Date: Friday, July 6, 13:30–15:30  
Location: Hanken School of Economics, room: A411

Organizer: Wolfgang Güttel, Johannes Kepler University Linz, Austria

Moderators: Wolfgang Güttel, Johannes Kepler University Linz, Austria  
Martin Ihrig, University of Pennsylvania, USA  
Agustí Canals, Universitat Oberta de Catalunya, Spain

Additional Discussants: John Child, University of Birmingham, UK  
Marzio Nessi, ATLAS Experiment at CERN, Switzerland

Description

The seminar replaces the sub-theme that was originally designed to explore strategic governance of learning processes. This was one of the multiple interests that Max Boisot shared with the rest of the initial team of convenors. Tragically, Max passed away last September. We thought that one way of honouring his memory would be to open the sub-theme and extend it to the multiple areas that interested Max as a scholar, thereby giving people who had worked with him or had used his ideas the opportunity to participate.

Instead of a sub-theme, we are now organizing a special seminar at the 2012 EGOS Colloquium that will build on the different facets of Max Boisot’s work, following a sub-plenary panel with prominent scholars that commemorates his life the day before.

Papers and presentations will focus on one of the main areas in which Max forged new understanding:

a) Organizational complexity


Seminar papers:
Yasmin Merali & Max Boisot: Firm-level adaptation and population level evolutionary mechanisms for overcoming Arrow’s under-supply problem
Ron Sanchez: Seeing the system in everything: Thinking fundamentally about what organization means, why organization happens, and how organization emerges (Invited paper for the seminar)

b) The strategic management of knowledge
Boisot & MacMillan (2004). Crossing epistemological boundaries: Managerial and entrepreneurial approaches to knowledge management, long range planning

Seminar papers:
Nina Katrin Hansen & Wolfgang Güttel: The different speed of adaptation: Dynamic capabilities, learning architectures, and HRM systems
Stefan Wilhelm & Stefan Güldenberg: How much knowledge should a business give away to its customers?
Martina Eberl & Joakim Netz: Learning to monitor collaboration-capabilities: The SAAB case
Markus Lang, Dirk Martignoni, Helmut Dietl & Eric Lucas: The performance implications of errors in replicating best practices

c) Organizations and big science
Boisot (2011). Generating knowledge in a connected world: The case of the ATLAS experiment at CERN, Management Learning

Seminar Papers:
Agustí Canals, Martin Ihrig, Max Boisot & Markus Nordberg: Strategic knowledge mapping in the ATLAS collaboration at CERN
Dirk Schneckenberg: How to motivate active contributions to open innovation? A cross-sectional study of organisational incentives systems

We have provided a small selection of references for each of the three themes that highlight some of the work Max has done in the field. Interested participants can also consult his book “Knowledge assets: securing competitive advantage in the information economy” (Oxford University Press, 1998).
MEET THE EDITORS

Date Thursday, July 5, 2012, 16:00–17:30
Location Hanken School of Economics, Arkadiankatu 22

Three parallel panel discussions (45 minutes) on the basis of the following questions:

1. What makes a publishable paper?
2. How can young scholars get their work published (in your journal)?

Opportunities to talk to the editors face-to-face after the panel discussion (45 minutes).

Session 1, room A210

Editors Rick Delbridge, *Academy of Management Review*
Michael Haenlein, *European Management Journal*
Ian Kirkpatrick, *Work, Employment and Society*
David Knights, *Gender, Work and Organization*

Chair Nina Granqvist

Session 2, room A309

Editors Rune Todnem By, *Journal of Change Management*
David Courpasson, *Organization Studies*
Robyn Thomas, *Organization*
Klaus Weber, *Organization Science*

Chair Susan Meriläinen

Session 3, room: Maxen

Editors Tomi Laamanen, *Strategic Management Journal*
Ann Langley, *Strategic Organization*
André Spicer, *Journal of Management Studies*
Alexander Styhre, *Scandinavian Journal of Management*

Chair Ingmar Björkman

Refreshments are provided.
DESIGNING MARKET SPACES: HOW IT CAN GO WRONG AND HOW TO PUT IT RIGHT

Date: Saturday, July 7, 2012; 14:00–17:00
Location: Hanken School of Economics, room: Maxen
Organizers: Liz McFall, Open University, UK
Joeri Mol, University of Melbourne, Australia
Dean Pierides, University of Melbourne, Australia

This industry-academia dialogue follows on from the debates in sub-theme 39 “Markets in the Making: Observing, Measuring and Performing Economic Exchange” by exploring the challenge of designing and building spaces for market, public and professional encounters. The session brings academia into a direct conversation with leading figures from the finance, digital marketing and internet domain industries on the issue of market design.

Urban and design sociologist Harvey Molotch (New York University, USA) will unpack this issue using perspectives from his forthcoming book “Against Security: How We Go Wrong at Airports, Subways and Other Sites of Ambiguous Danger”.

Among the industry participants are Elie Ayache, author of “The Blank Swan: The End of Probability” and co-founder and CEO of ITO 33; Hans Howarth, CEO of StrawberryFrog Amsterdam, a prominent digital marketing agency; and Constantine Roussos, a leading campaigner for the internet domain ‘.music’, who will bring their unique perspectives to the challenge of building stable market spaces.

The session is generously sponsored by the Centre for Research on Socio-cultural Change (CRES), the Charisma-Network.net, the Department of Management & Marketing of the University of Melbourne, Australia and the Journal of Cultural Economy (Routledge Taylor Francis).
LIST OF SUB-THEMES AND THEIR LOCATION

Aalto School of Economics Main Building ................. Runeberginkatu 14–16
Hanken School of Economics .................................................. Arkadiankatu 22
Arkadia ........................................................................................ Lapuankatu 6
Economicum ............................................................................. Arkadiankatu 7
Chydenia .................................................................................. Runeberginkatu 22–24
Aalto Executive Education ....................................................... Mechelininkatu 3 C
Casa Academica ........................................................................ Perhonkatu 6

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<td>I–VII</td>
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<td>02</td>
<td>Trust in Crisis: Diagnoses and Remedies</td>
<td>I–VII</td>
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| 03        | Professional Service Organizations and Knowledge-Intensive Work        | I–VII    | Main: A411 – Hanken School of Economics
|           |                                                                      |          | Break-out: A308 – Hanken School of Economics
|           |                                                                      | IV, V, VI|                              |
| 04        | Challenging Inequality: Changing Gender and Organizations              | I–VII    | SH 2 – Economicum            |
| 05        | Strategizing Discourse: Strategy-as-Practice and the Discursive Turn   | I–VII    | Main: A-401 – Aalto School of Economics
|           |                                                                      |          | Break-out: A-153 – Aalto School of Economics
|           |                                                                      | IV, V, VI|                              |
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| 06        | Organizing the Public Sector: Illusions or Design?!                    | I–VII    | C-350 – Aalto School of Economics |
| 07        | The Glocalization of Organizational Design and Managerial Practice      | I–VII    | H-324 – Chydenia             |
| 08        | History and Organizations: Moving Research Forward                     | I–VII    | Room 4 – Aalto Executive Education |
| 09        | Artifacts in Art, Design, and Organization                             | I–VII    | Main: Futurum – Hanken School of Economics
|           |                                                                      |          | Break-out: D215 – Hanken School of Economics
|           |                                                                      | V, VI    |                              |
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<p>|           |                                                                      | VI       |                              |
| 10        | The Changing Role of Business in Global Society                        | I–VII    | E-107 – Arkadia             |</p>
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<td>Recent Developments in Institutional Theory: The Challenge Posed by MNEs</td>
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<td>I–VII</td>
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<td>In Search for Meaning: Rethinking and Energizing Research on Creative Industries</td>
<td>I–VII</td>
<td>A307 – Hanken School of Economics</td>
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<td>14</td>
<td>Emergence and Agency in Organizational Networks</td>
<td>I–VII</td>
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<td>Multiplicity and Plurality in the World of Standards</td>
<td>I–VII</td>
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<td>(Re-)Designing and Broadening the Study of Mobility, Movement and Migration</td>
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<td>The Rationalization and Professionalization of the Nonprofit Sector</td>
<td>I–VII</td>
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<td>Self-Reinforcing Processes in Organizations, Networks and Professions</td>
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<td>22</td>
<td>New Forms of Organizational Ethnography</td>
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<td>23</td>
<td>Advancing Configurational Theory and Methods in Organization Studies</td>
<td>I–VII</td>
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<td>24</td>
<td>Organizations as Phenomena of Language Use: Interconnecting Discourse and Communication</td>
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<td>Exploring the Paradoxes of Organizations and Organizing</td>
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<td>Lärarrummet – Hanken School of Economics</td>
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<td>Revealing Processes of Design and Change: Organizations in Transforming Societies</td>
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<td>Risks of Organizing and Organizing of Risks</td>
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<td>Design for Global Organizations</td>
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<td>Institutions and Emotions</td>
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<td>Reassembling Management Ethics and CSR</td>
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<td>From Designing Organizational Creativity to Creativity for Organizational Design</td>
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<td>De-sign! Changing Change</td>
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<td>Management Consultancy: Exploring the Boundaries and Alternatives</td>
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<td>Practices of Inter-Organizational Collaboration: Designed or Emerging?</td>
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<td>Designing Organizational Control: Paths and Stakes of a Practice-Based Perspective</td>
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</table>
**Doing Career Research: Applying Varieties of Disciplines, Theories and Methods**

**Convenors**
Polly Parker, University of Queensland Business School, Australia; p.parker@business.uq.edu.au
Hugh Gunz, University of Toronto, Canada; hugh.gunz@utoronto.ca
Monika Hamori, IE Business School in Madrid, Spain; monika.hamori@ie.edu

**Session I**
Thursday, July 5, 2012, 09:00–10:30
E-341 – Arkadia

**Welcome + Career Mobility**
Chair: Polly Parker, Hugh Gunz and Monika Hamori

Maria Järström, Rebecca Piekkari and Tiina Jokinen
*The multilevel concept of language fit and career mobility*

Axel Minten, Nevena Toporova and Christian Hopp
*Stepping stones and vicious circles: Signaling, screening, and transition into permanent employment through temporary work*

**Session II**
Thursday, July 5, 2012, 11:00–12:30
E-341 – Arkadia

**A Focus on Specific Careers of...**
Chair: Burak Koyuncu

Shiona Chillas and Emma Flynn
*Painting patterns of public and private lives in artists’ careers*

Alice Lam and Andre Campos
*‘Content to be sad’ or ‘runaway apprentice’? The psychological contract and careers of young scientists in the entrepreneurial university*

Eva de Mol, Svetlana N. Khapova, Tom Elfring and Paul G.W. Jansen
*Dynamic compositions of entrepreneurial team resources: Benefits for a venture at different stages of formation*
Session III  Thursday, July 5, 2012, 14:00–15:30  
E-341 – Arkadia  

Career Transitions  
Chair: Jean Pralong  

Laura Guillén, Elizabeth Florent-Treacy, Erik Van de Loo and Maria-José Parada  
*Executive development programs as transitional spaces: Observations from the classroom*  

Pamela Suzanne  
*Professional identity work during career transitions*  

Thomas Schneidhofer, Ralph Kattenbach, Markus Latzke, Janine Luecke, Wolfgang Mayrhofer and Florian Schramm  
*‘Jump and run’ or ‘jump and freeze’? Transitions and career success over time*  

Session IV  Friday, July 6, 2012, 09:00–10:30  
E-341 – Arkadia  

Careers of Professionals, Board Members, Managers  
Chair: Svetlana N. Khapova  

Burak Koyuncu, Luis Gomez-Mejia and Marianna Makri  
*Who monitors the monitor? Stigmatizing events and board member careers*  

Bernard Forgues, Michael Koch and Vanessa Monties  
*The way to the top – Career patterns of Fortune 100 CEOs*  

Yehuda Baruch, Anne Humbert, Lola-Peach Martins and Doirean Wilson  
*Multiple discrimination perceptions and its impact on managers’ career*  

Claudia Holtschlag, Aline Masuda and Alberto Maydeu  
*Individual values and salary across Europe: Do economic conditions matter?*
Session V  
Friday, July 6, 2012, 11:00–12:30  
E-341 – Arkadia  

Wellbeing  
Chair: Martina Gianecchini  

Heli Heikkilä  
*Understanding and promoting work careers and well-being in changing work – New insights from developmental work research and the developmental dialogue method*  

Tania Casado and Petrus Raulino  
*Happiness and resiliency in career design – The use of positive psychology concepts*  

Nóra Szücs  
*Career sustainability development: A new concept in the field? Stockbrokers’ considerations on their sustainability*  

Jannine Williams  
*Applying a disability studies lens to the study of disabled academics’ career experiences*  

Session VI  
Saturday, July 7, 2012, 09:00–10:30  
E-341 – Arkadia  

Career Success  
Chair: Shoshana R. Dobrow  

Silvia Bagdadli and Martina Gianecchini  
*Organizational determinants of objective career success: An interdisciplinary perspective*  

Jean Pralong and Marie Peretti-Ndiaye  
*Diversity or heterogeneity? The ‘career quality’ of French executives*  

Tatsuya Uenoyama and Ryoko Sakurada  
*Disaster and reconstruction of individual career perception: Theoretical exploration and a pilot case study in Fukushima*
Session VII Saturday, July 7, 2012, 11:00–12:30
Location E-341 – Arkadia

Developmental Networks
Chair: Hugh Gunz and Monika Hamori

Shoshana R. Dobrow, Jennifer Tosti-Kharas and Dawn E. Chandler
A two-way street? Accuracy of protégé perceptions in developmental networks

Elana Feldman and Amy Gannon
When developers disagree: How conflicting advice leads to protégé learning and growth

Wiebke Doden, Cécile Tschopp, Silvano Kobald and Gudela Grote
Blind Wedding. I married a millionaire and I had no idea. The role of network structure and its benefits in career transitions
TRUST IN CRISIS: DIAGNOSES AND REMEDIES

CONVENORS
Nicole Gillespie, UQ Business School, University of Queensland, Australia; n.gillespie@business.uq.edu.au
Rosalind Searle, Coventry Business School, UK; rosalind.searle@coventry.ac.uk
Reinhard Bachmann, School of Management, University of Surrey, UK; r.bachmann@surrey.ac.uk

Session I Thursday, July 5, 2012, 09:00–10:30
Location E-128 – Arkadia

Introduction and Conceptualization of Trust Failure and Repair
Chair: Nicole Gillespie

Guido Möllering
Process views of trusting and crises

Frens Kroeger
Organisational trust cultures: Development and persistence over time

Session II Thursday, July 5, 2012, 11:00–12:30
Location E-128 – Arkadia

Repairing Organizational Trust
Chair: Rosalind Searle

Peter Eberl, Daniel Geiger and Michael Aßländer
Repairing integrity-based trust in the organization: The ambivalent role of organizational rules

Graham Dietz and Nicole Gillespie
Organization-level trust repair at the BBC

Gerhard Schewe and Ann-Marie Nienaber
Communication in crises – How to repair organizational trustworthiness
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<td><strong>The Role of HRM in Organizational Trust and Repair</strong>&lt;br&gt;Chair: Reinhard Bachmann</td>
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| Graham Dietz, Veronica Hope-Hailey and Rosalind Searle  
*Trust repair and retention during the global recession, and the role of the HR department: Evidence from the UK* |
| Sabina Siebert and Graeme Martin  
*The problems of organizational trust repair: The case of Royal Bank of Scotland* |
| Alexandra Arnold  
*Classifying employees into talents and non-talents and its effects on employees’ trust in leadership* |

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<td><strong>Understanding Trust across Levels</strong>&lt;br&gt;Chair: Rosalind Searle</td>
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| Mirjami Ikonen, Taina Savolainen and Kirsti Malkamäki  
*Dynamics of organizational and interpersonal trust: Findings from a qualitative Finnish case study* |
| Reinhard Bachmann and Edeltraud Hanappi-Egger  
*Can inter-personal trust flourish within a system of institutionalised distrust?* |
| May-Britt Ellingsen  
*Configuration of trust – A discussion of trust and social change* |
Session V
Location E-128 – Arkadia

Trust Decline and Reputation Loss
Chair: Nicole Gillespie

Jone Pearce and Kenji Klein
Why does familiarity breed distrust in organizations?

Lucas Dufour, Arnaud Banoun and Meena Andiappan
Same action, same consequences? Theorizing the corporate reputation damage process

Kathryn Waddington, Grant Michelson and Ad van Iterson
The role of gossip in the erosion and repair of organizational trust

Session VI
Location E-128 – Arkadia

Identity, Legitimization and Regulation in Trust Repair
Chair: Nicole Gillespie

Chris Carter, Frank Mueller and Andrea Whittle
The Big Four in the spotlight: Abstract systems, re-embedding and legitimacy

Nermeen Mustafa and Joseph Lampel
Restoring trust: Identity repair and financial crisis in the UK banking industry

Tarja Ketola
Repairing trust in electricity companies during extreme weather conditions
Building and Maintaining Trust in Challenging Contexts
Chair: Reinhard Bachmann

Andrew Spicer and Ilya Okhmatovskiy
*Trust in the state and participation in the Russian bank deposit market*

Anna Dempster
*In auctions we trust*
PROFESSIONAL SERVICE ORGANIZATIONS AND KNOWLEDGE-INTENSIVE WORK

CONVENORS
Celeste P.M. Wilderom, School of Management and Governance, University of Twente, The Netherlands; c.p.m.wilderom@utwente.nl
Juani Swart, School of Management, University of Bath, UK; mnsjas@management.bath.ac.uk
Hüseyin Leblebici, College of Business Administration, University of Illinois, USA; hleblebi@illinois.edu
Natalia Nikolova, University of Technology, Sydney, Australia; Natalia.Nikolova@uts.edu.au

Session I
Thursday, July 5, 2012, 09:00–10:30
A411 – Hanken School of Economics

Professional Identity and its Formation
Chair: Juani Swart

Maxine Robertson and Mats Alvesson
Getting on and getting out of investment banking: Problematizing identity in an organizational context where money matters

Maria Grafström and Karolina Windell
Going online: The transformation of normative ideas in the professional field of journalism

Andrea Toarniczky
Desired identity of young professionals: Call to resistance or experimentation. The case of experts, vocationals, searchers and drifters

Session II
Thursday, July 5, 2012, 11:00–12:30
A411 – Hanken School of Economics

Leadership & Commitment in PSF
Chair: Celeste P.M. Wilderom

Laura Empson
Complexity leadership and professional service firms: When everyone and noone is a leader
Brigid Carroll, Fiona Kennedy and Joline Francoeur
'Joined up' leadership: Configuring leadership for professional organisations

Nicholas Kinnie, Juani Swart, Zeynep Yalabik and Yvonne van Rossenberg
Engaged and committed? The relationship between employee engagement and commitment in professional service firms

Session III Thursday, July 5, 2012, 14:00–15:30
Location A411 – Hanken School of Economics

Exploring Careers in PSF
Chair: Hüseyin Leblebici

Stefanie Gustafsson, Juani Swart and Nick Kinnie
Changing of the script? An interactive approach to the careers of lawyers

Marion Brivot, Yves Gendron and Helen Lam
Tensions between bureaucratic, market and classic logics of professionalism in the context of promotion decisions within a large European tax and legal advisory firm

Lucie Noury, Sébastien Gand and Jean-Claude Sardas
Exploring the dark side of consultancies’ organisation of excellence: Individual strategies to manage contradictory expectations

Session IV Friday, July 6, 2012, 09:00–10:30
– Parallel Stream –
Location A308 – Hanken School of Economics

Parallel Stream A Internal Governance, Socialization and Professional Identity in PSF
Chair: Hüseyin Leblebici

Ruth McDonald
Redesigning professional service organizations: The case of English general medical practice

Emil Inauen and Margit Osterloh
Monastic audits: Visitations in religious orders
Uwe Wilkesmann and Christian Schmid
*Managerial governance or enculturation: Which aspect has more impact on the perception of the significance attributed to teaching at German universities? Findings from two national surveys in Germany*

Kevin Morrell and Penelope Tuck
*Professions and identity during austerity: An archaeological, discursive practice perspective*

**Location** A411 – Hanken School of Economics

**Parallel Stream B**

*External Governance and Client Relations in PSF*
Chair: Natalia Nikolova

Jorien Pruijssers, Pursey P.M.A.R. Heugens and Hans van Oosterhaut
*Organizational antecedents of dysfunctional auditor behaviors: The mitigating role of audit firm governance*

Christian Gärtner
*The role of tools in management consulting: Neither rhetoric nor real efficiency improvement but carefully crafting bullshit*

Uta Wilkens, Caroline Ruiner and Monika Kuepper
*(Re-)Design of flexibility concepts for knowledge-intensive organizations*

**Session V**
**Friday, July 6, 2012, 11:00–12:30**

**Location** A308 – Hanken School of Economics

**Parallel Stream A**

*Professional Knowledge & Identity in Knowledge Intensive Settings*
Chair: Juani Swart

Maximiliane Wilkesmann and So Rim Jang
*Looking behind different curtains: How do experts like physicians deal with their ignorance?*

Tomas Farchi
*Professionals and professionalism: Knowledge domains, identity and collaboration across pure and hybrid disciplinary boundaries in the English NHS*
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<td>Anna Littmann</td>
<td>The future is in your reputation: The effect of reputation on the diversification of professional service firms</td>
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<td>Megan McDougald</td>
<td>Social capital transfer and professional service firm acquisition</td>
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<td>Chanchal Balachandran</td>
<td>An iron cage to hold a diverse lot: Bureaucracies and the consequence of top management team diversity in the Dutch accounting industry, 1939–1982</td>
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<td>Anna Jonsson</td>
<td>Sharing knowledge through shared identity: Designing a learning culture for how to develop (into) a profession(al)</td>
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<td>Patrícia Cristina Nascimento Souto</td>
<td>Designing for the knowledge creation work and the uses of tacit knowledge</td>
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<td>Saeed Khanagha and Behbood Borghei</td>
<td>Professional service organization in manufacturing firms: Adapting innovation routines for services context at Ericsson AB</td>
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Tiina Kalliomäki-Levanto and Matti Vartiainen
*Reasons for interruptions in knowledge-intensive design work*

Claudio Gonçalo, Luciano Vignochi and Alvaro Lezana
*Performance evaluation as a learning opportunity in hospitals: A contextual analysis of strategic control*

**Location**
A411 – Hanken School of Economics

**Parallel Stream B**

**Governance and Management of PSFs in Globalized World**
Chair: Hüseyin Leblebici

**Mehdi Boussebaa**
*Control, conflict and politics in multinational firms: The case of global professional service organizations*

**Deirdre Canavan, Pamela Sharkey Scott and Vincent Mangematin**
*Internationalisation by idiosyncrasy: How professional service firms internationalise*

**Daniel Muzio and James Faulconbridge**
*The global professional service firm: ‘One firm’ models versus (Italian) institutionalised structures, practices and logics*

**Session VII Location**
Saturday, July 7, 2012, 11:00–12:30
A411 – Hanken School of Economics

**Knowledge Creation and Sharing in PSF**
Chair: Natalia Nikolova

**Irina Koprax, Eva-Maria Mayrhofer, Stefan Konlechner and Wolfgang Güttel**
*Managing complexity in knowledge-intensive organizations. A dynamic perspective on balancing exploration & exploitation*

**Tatiana Andreeva, Anastasia Sergeeva, Yaroslav Pavlov and Anastasia Golubeva**
*Knowledge sharing in public sector organizations: Evidence from secondary schools*

**Yetunde Anibaba**
*Interlevel influences on knowledge sharing in professional service firms*
Markus Groth and Karyn Wang

Do relationships matter? Service context as moderator of the relationship between emotional labor and service satisfaction
CHALLENGING INEQUALITY: CHANGING GENDER AND ORGANIZATIONS

CONVENORS
Judith Pringle, Auckland University of Technology, New Zealand; judith.pringle@aut.ac.nz
Susan Meriläinen, University of Lapland, Finland; susan.merilainen@ulapland.fi
Julia Nentwich, University of St. Gallen, Switzerland; julia.nentwich@unisg.ch

Session I
Thursday, July 5, 2012, 09:00–10:30
Location SH 2 – Economicum

Introduction and Practice
Chair: Judith Pringle, Julia Nentwich and Susan Meriläinen

Mariana Paludi, Albert J. Mills and Jean Helms Mills
Disturbing thoughts and gendered practices: A discursive review of feminist organizational analysis
Presenters: Alison Hirst and Christina Schwabenland

Alison Hirst and Christina Schwabenland
Hiding in plain sight: The sociospatial construction of gendered identities in the ‘new office’
Presenter: Charlotte Gascoigne

Charlotte Gascoigne and Clare Kelliher
Deconstructing the full-time job: Managers and professionals undoing gendered norms, and designing alternative work, in the UK and Finland
Presenters: Mariana Paludi, Albert J. Mills and Jean Helms Mills
Session II Location
Thursday, July 5, 2012, 11:00–12:30
SH 2 – Economicum

Change Strategies 1
Chair: Susan Meriläinen

Ulla Eriksson-Zetterquist and David Renemark
*Gender changes, organizational institutionalization and sustainability*
Presenters: Inge Bleijenbergh, Marloes van Engen, Lodewijk Schulte and Eelke Blonk

Inge Bleijenbergh, Marloes van Engen, Lodewijk Schulte and Eelke Blonk
*Participatory modeling to support organizational change on gender equity: Modeling women’s careers at two Dutch universities*
Presenters: Kristina Lindholm and Anne Charlott Callerstig

Kristina Lindholm and Anne Charlott Callerstig
*Collaborative governance as a tool for change towards gender equality and diversity in organizations*
Presenters: Ulla Eriksson-Zetterquist and David Renemark

Session III Location
Thursday, July 5, 2012, 14:00–15:30
SH 2 – Economicum

Change Strategies 2
Chair: Julia Nentwich

Louise Ashley and Laura Empson
*Convenient fictions and inconvenient truths: The role of paradox in understanding female career progression within leading UK accountancy firms*
Presenters: Iris Terock and Martina Eberl

Eva Heinetzberger and Regine Bendl
*Does gender mainstreaming lead to gender equality?*
Presenters: Louise Ashley and Laura Empson

Martina Eberl and Iris Terock
*Breaking gender-inequalities through gender balancing? Empirical insights of German DAX 30 and consulting enterprises*
Presenters: Regine Bendl and Eva Heinetzberger
Session IV Friday, July 6, 2012, 09:00–10:30
SH 2 – Economicum

**Insider Strategies**
Chair: Susan Meriläinen

**Sanna Laulainen**
*The rebellion of “good girl” in elderly care – Paradoxes between new organizational citizenship and the virtues of a conventional public sector worker*  
Presenters: Julia Nentwich and Wiebke Poppen

**Edeltraud Hanappi-Egger and Helga Eberher**
*The power of implicit distinction practices: Changing (gender) differences in organization*  
Presenter: Sanna Laulainen

**Julia Nentwich and Wiebke Poppen**
*Men at work in the nursery: Undoing the gendered organization?*  
Presenters: Helga Eberherr and Edeltraud Hanappi-Egger

Session V Friday, July 6, 2012, 11:00–12:30
SH 2 – Economicum

**Education**
Chair: Judith Pringle

**Saija Katila**
*Reluctant audience – How to teach gendering of leadership to business school students*  
Presenters: Silvia Gherardi and Annalisa Murgia

**Silvia Gherardi and Annalisa Murgia**
*Imagine to evaluate your CEO ... Undergraduates’ discursive positioning of gender and management*  
Presenter: Lois Joy

**Lois Joy**
*Community college pathways to STEM education for women: A challenge to gender stereotypes?*  
Presenter: Saija Katila
**Session VI**

**Location**
SH 2 – Economicum

**Masculinity and Work**
Chair: Julia Nentwich

**Ruth Simpson and Jason Hughes**
*Gender, class and dirt: Changing and maintaining hierarchies in dirty work*
Presenter: Jennifer de Vries

**Jennifer de Vries**
*Gendered executive leaders of gender change*
Presenters: Sibel Yamak, Ali Ergur and Mustafa Özbilgin

**Sibel Yamak, Ali Ergur and Mustafa Özbilgin**
*Ambivalences, obstacles and successes of women managers in Turkey: An exploration of the gender as capital*
Presenters: Ruth Simpson and Jason Hughes

**Session VII**

**Location**
SH 2 – Economicum

**Macro Understandings**
Chair: Susan Meriläinen, Julia Nentwich and Judith Pringle

**Patricia Lewis**
*Post-feminism, multiple femininities and the (un)doing of gender in entrepreneurship*
Presenters: Minna Leinonen, Katri Otonkorpi-Lehtoranta, Hanna Ylöstalo and Tuula Heiskanen

**Minna Leinonen, Katri Otonkorpi-Lehtoranta, Hanna Ylöstalo and Tuula Heiskanen**
*Choices and dilemmas in fieldwork – Gender issues on change agenda*
Presenter: Patricia Lewis
STRATEGIZING DISCOURSE: STRATEGY-AS-PRACTICE AND THE DISCURSIVE TURN

CONVENORS
Chahrazad Abdallah, Dept. of Management at Birkbeck, University of London, UK; c.abdallah@bbk.ac.uk
Kathryn Fahy, Lancaster University Management School, UK; k.fahy@lancaster.ac.uk
David Grant, University of Sydney Business School, Australia; david.grant@sydney.edu.au

Session I
Thursday, July 5, 2012, 09:00–10:30
A-401 – Aalto School of Economics

Strategy and Discourse: Welcome and Overview, followed by Strategy Power and Discourse
Chair: David Grant

Robyn Thomas and Cynthia Hardy
“We used to make the phone.” Intensifying power in strategy discourse and practice

Frank Mueller, Andrea Whittle, Peter Lenney, Alan Gilchrist and Will Housley
Strategists as practical sociologists: Sensemaking and ‘power politics’ in strategy meetings

Session II
Thursday, July 5, 2012, 11:00–12:30
A-401 – Aalto School of Economics

Strategizing through Narratives
Chair: Kathryn Fahy

Isabelle Piette and Linda Rouleau
The narrative dynamic of credibility and defamiliarization in strategic plans

Inger Stensaker, Julia Balogun and Ann Langley
Influences on identity work space in the context of major strategic change
Anniina Rantakari
*Strategy as ‘dispositif’ – Examining strategy through power relations*

**Session III**

Thursday, July 5, 2012, 14:00–15:30
A-401 – Aalto School of Economics

**Subject(ivity) and Strategy Discourse**
Chair: Chahrazad Abdallah

**Andrea Herepath**
*Discursive problematization: The interplay of subject position and discursive space in the design of a strategy*

**Charlotte Cloutier, Curtis LeBaron and Richard Whittington**
*Strategizing as a process of articulation: How discursive and material practices mutually constitute strategy*

**Minna Mars and Pekka Pälli**
*Strategy discourse as stage for middle managers’ narrated selves and change agencies*

**Session IV**

Friday, July 6, 2012, 09:00–10:30
– Parallel Stream –

**Parallel Stream A**

A-153 – Aalto School of Economics

**Strategizing Practice and Material Outcomes**
Chair: Paul A. Spee

**Paul A. Spee and Efstathios Tapinos**
*The relation of key performance indicators and strategy development revisited*

**Tomi Laamanen, Mikko Rönkkö, Linda Alanen and Olli-Pekka Mutanen**
*Paradoxical tension of strategy practices: The effects of formal and informal strategy practices on firm performance*

**Anthony Kent and Alison Thorne**
*Strategy as practice in multi-channel fashion retailing*
Jochen Schweitzer, Tyrone Pitsis and Stewart Clegg

*Strategy discourse as collaborative design practice: Can design thinking benefit strategy development?*

**Location** A-401 – Aalto School of Economics

**Parallel Stream B**

**Embodied Communication/Spatial-material Arrangements**

Chair: Julia Balogun

**Katie Best and Julia Balogun**

*The Agency of the Non-Managerial Worker in the strategy process*

**Gary Burke, Paula Jarzabkowski, Michael Smets and Paul A. Spee**

*Trading spaces: The embodiment of risk-trading episodes*

**Yoritoshi Hara and Takahiro Endo**

*The role of artefacts in (de)legitimation processes*

**Suela Haxhiraj**

*A narrative of the negotiated meaning of strategy tools in use*

**Location** C-238 – Aalto School of Economics

**Parallel Stream C**

**Performativity and Strategy Discourses**

Chair: Viviane Sergi

**Lucilaine Pascucci and Victor Meyer Jr.**

*Praxis in practices: Strategizing in complex and pluralistic organization*

**Katharina Dittrich, Stéphane Guérard and David Seidl**

*Talk in and about strategic routines – How organizational routines are talked into being*

**Isabelle Corbett-Etchevers and Eléonore Mounoud**

*Performativity and counter-performativity of a “knowledge” strategy discourse*

**Georg von Krogh, Andreas Schneider and Zeynep Erden**

*The practice of studying social practices: A review of the empirical literature on social practices*
Session V  
Friday, July 6, 2012, 11:00–12:30  
- Parallel Stream -  

Location  
A-153 – Aalto School of Economics  

Parallel Stream A  
**Ambiguity/Coherence**  
Chair: Jane Lê  

Claus D. Jacobs and Florian Überbacher  
*Seeking strategic coherence – Balancing internal and external legitimacy in pluralistic settings*  

Jane Lê  
*Walking the talk: Paradoxical goals, future imaginings and the development of the Canadian oil sands*  

Marie Mathiesen  
*Adaptable robustness: Strategy as boundary object*  

Kari Jalonen, Henri Schildt and Eero Vaara  
*Language games and strategic concepts: Organizational unity without uniformity*  

Location  
A-401 – Aalto School of Economics  

Parallel Stream B  
**Collaborative Strategizing/Role of External Actors**  
Chair: Virpi Sorsa  

Lionel Garreau and Raphaël Maucuer  
*Exploring "mise-en-sens" tactics of civil society organizations in business model redefinition*  

Morten Hjelholt and Tina Blegind Jensen  
*National reform programs in local practices: Using discourse as a strategic resource*  

Virpi Sorsa and Martin Fougère  
*Government@Lahti: Managing the population through outsourcing responsibility*  

Eric Maton, Nicolas Arnaud and Céline Legrand  
*The textualizing work of middle managers. A practice perspective on the materiality aspect of discourse*
Christine Räisänen, Ann-Charlotte Stenberg and Martin Löwstedt
Using positioning theory to understand construction of selfhood in strategy audit meetings

Christina Hoon
Too taboo to change: How actors address and respond to taboo issues in strategy debates

Paul A. Spee and Claus D. Jacobs
Strategizing as organizational identity work – Towards a recursive view

Carola Wolf
Position bias and integration of middle managers in strategy processes

Winston Kwon, Ian Clarke and Ruth Wodak
Transforming organization: The leadership of strategic change through discourse

Viviane Sergi, Maria Lusiani, Ann Langley and Jean-Louis Denis
Optimizing strategy: The performativity of lean management discourse

Torsten Schmid and Martha S. Feldman
Control and empowerment: Exploring a fundamental challenge in leading strategic renewal

Sander Merkus, Hanneke Duijnhoven and Jaap De Heer
Contested authorship
**Location**  
A-401 – Aalto School of Economics

**Parallel**  
**Opening-up Methodology**  
Chair: Saku Mantere

**Henri Schildt, Pauli Alin and Saku Mantere**  
*Organizational discourse and employee identification with strategy*

**Karen Ariane Schweg**  
*Meetings as interaction rituals: How emotional energy drives new strategic initiatives forward*

**Nelson Souza Filho and André Luiz Maranhão de Souza Leão**  
*Ethnography of communication in the context of strategizing discourse research: Reflecting on the application of Hymes’ speaking grid*

**Curtis LeBaron and Lyndon Garrett**  
*Sociomateriality and multimodality: Using video methods to study organizational practice*

**Session VII**  
**Location**  
Saturday, July 7, 2012, 11:00–12:30  
A-401 – Aalto School of Economics

**Group Discussion**  
Chair: Chahrazad Abdallah, Kathryn Fahy and David Grant
ORGANIZING THE PUBLIC SECTOR: ILLUSIONS OR DESIGN?!

CONVENORS
Christine Teelken, VU University Amsterdam, The Netherlands; jc.teelken@fsw.vu.nl
Haldor Byrkjeflot, University of Bergen, Norway; haldor.byrkjeflot@uni.no
Heidi Houlberg Salomonsen, Aalborg University, Denmark; heidi@epa.aau.dk

Session I Thursday, July 5, 2012, 09:00–10:30
Location C-350 – Aalto School of Economics

Innovation in the Public Sector
Chair: Christine Teelken, Haldor Byrkjeflot and Heidi Houlberg Salomonsen

Eveliina Saari, Mikko H. Lehtonen and Marja Toivonen
The critical encounter of policy-innovation and employee-driven innovation in municipal services
Discussant: Susanne Boch Waldorff

Susanne Boch Waldorff, Lone Søderkvist Kristensen and Betina Vind Ebbesen
Innovation and governance approaches in the public sector – New challenges?
Discussant: Eveliina Saari

Marja-Liisa Niinikoski
Delivering public services through self-services? A user-driven approach to public management
Discussant: Heidi Houlberg Salomonsen
Session II
Thursday, July 5, 2012, 11:00–12:30
C-350 – Aalto School of Economics

ICT in the Public Sector (1)
Chair: Heidi Houlberg Salomonsen

Dimitra Petrakaki
The shifting location of accountability in the public sector: From bureaucratic to electronic governing
Discussant: Christine Teelken

Christine Teelken and Frank den Hond
Autonomy and auditing amongst academics, how does performance measurement affect the perceived quality of teaching and research? A longitudinal study in three countries
Discussant: Dimitra Petrakaki

Alessandro Hinna, Danila Scarozza, Stefano Scravaglieri and Marta Trotta
May ICT play a major role in public sector reforms?
Discussant: Eleanor Murray

Session III
Thursday, July 5, 2012, 14:00–15:30
C-350 – Aalto School of Economics

ICT in the Public Sector (2)
Chair: Christine Teelken

Eleanor Murray
The recruitment of ICT to design a web-based surveillance mechanism: Disciplinary accountability or democratic transparency?
Discussant: Stefano Scravaglieri

Søren Skaarup
Designing for citizens – The importance of competencies and relational aspects in the choice of service channel in the citizen-authority interface
Discussant: Carla M. Bonina

Carla M. Bonina
Technologies are more than tools: Searching for public values within discourses of e-government and public sector reforms
Discussant: Søren Skaarup
Session IV
Location  
Friday, July 6, 2012, 09:00–10:30  
C-350 – Aalto School of Economics

Organizational Change and Medical Management  
Chair: Haldor Byrkjeflot

Ian Kirkpatrick  
Willing but unable to lead: Developing medical managers in a UK hospital trust  
Discussant: Louise Fitzgerald

Louise Fitzgerald, Aoife McDermott, Nicolette van Gestel and Mary Keating  
Designed but defective? Evidence from Ireland; the Netherlands and the UK on establishing collaborative service relationships within hospitals  
Discussant: Ian Kirkpatrick

Jean-Louis Denis, Louise-Hélène Trottier, Corinne Grenier, Nassera Touati and Pascale Lehoux  
The design of emergence in complex system, the role of knowledge-based networks in practice-based innovations  
Discussant: Federica Morandi

Federica Morandi, Daniele Mascia and Americo Cicchetti  
Hospital restructuring and physician response to change: Openness to experience and aspects of change interact in predicting job satisfaction  
Discussant: Jean-Louis Denis

Session V
Location  
Friday, July 6, 2012, 11:00–12:30  
C-350 – Aalto School of Economics

Accountability and New Professionalism  
Chair: Nicolette van Gestel

Haldor Byrkjeflot, Simon Neby, Karsten Vrangbæk and Paola Mattei  
Changes in accountability regimes in welfare states. Hospital governance in Denmark, Norway and England  
Discussant: Ingo Bode

Ingo Bode  
Competing logics and logics of competition. Making sense of ‘market accountability’ in the German hospital sector  
Discussant: Haldor Byrkjeflot
Mirko Noordegraaf
*Redesigning professional work. New forms of professionalism in public service provision*
Discussant: Jennifer Gale

**Session VI**
Saturday, July 7, 2012, 09:00–10:30
C-350 – Aalto School of Economics

**Leadership, Identities and Performance**
Chair: Louise Fitzgerald

Jennifer Gale
*The impact of new public management on the role of the senior probation officer: An analysis of identity within the changing labour process*
Discussant: Mirko Noordegraaf

Alexander Newman, Qing Miao, Gary Schwarz and Lin Xu
*Servant leadership, organizational commitment, and trust of public sector employees in China*
Discussant: Davide Christian Orazi

Nicola Bellé, Davide Christian Orazi and Alex Turrini
*Investigating the link between public sector leadership and civil servants’ performance*
Discussant: Gary Schwarz

**Session VII**
Saturday, July 7, 2012, 11:00–12:30
C-350 – Aalto School of Economics

**Communication and Reform**
Chair: Christine Teelken, Haldor Byrkjeflot and Heidi Houlberg Salomonsen

Vilma Luoma-aho
*Change?! Stakeholder expectations in the public sector*
Discussant: Eric Breit

Tone Alm Andreassen, Eric Breit, Knut Fossestøl and Lars Klemsdal
*Revisiting the organizational implications of public sector reform*
Discussant: Vilma Luoma-aho
THE GLOCALIZATION OF ORGANIZATIONAL DESIGN AND MANAGERIAL PRACTICE

Convenors
Gili S. Drori, Hebrew University of Jerusalem, Israel; gili.drori@mail.huji.ac.il
Markus A. Höllerer, Australian School of Business, University of New South Wales, Australia; markus.hoellerer@unsw.edu.au
Peter Walgenbach, Friedrich Schiller University of Jena, Germany; peter.walgenbach@uni-jena.de

Session I
Thursday, July 5, 2012, 09:00–10:30
Location H-324 – Chydenia

Welcome & Issues of Design
Chair: Peter Walgenbach

Hannele Seeck and Anna Kuokkanen
The weak institutionalization of the discourses associated with the human relations school in Finland: Some societal and political explanations
Presenter: Judith Johnston

Frank Meier
Hybridization and the order of institutional orders
Presenter: Anna Kuokkanen

Judith Johnston and Antoine Hermens
A glocal approach to institutional (re)design: The unfortunate case of Qantas Airways?
Presenter: Frank Meier
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<tr>
<td><strong>Issues of Processes: A Focus on Science and Universities</strong></td>
<td>Chair: Gili S. Drori</td>
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<td><strong>Liudvika Leisyte</strong></td>
<td><em>Local responses to global templates: The case of the entrepreneurial university</em></td>
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<td>Presenter: Debabrata Chatterjee</td>
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<td><strong>Insa Pruisken</strong></td>
<td><em>Higher education mergers in Germany and UK – Traces of institutional change</em></td>
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<td><strong>Debabrata Chatterjee</strong></td>
<td><em>University isomorphism, globalization of Western science and the prospects of local knowledge systems</em></td>
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<tr>
<td><strong>Issues of Processes: Diffusion</strong></td>
<td>Chair: Markus A. Höllerer</td>
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<td><strong>Anne K. Krueger</strong></td>
<td><em>Organizational diffusion through collective learning processes. How truth commissions became the solution to the problem of transitional justice</em></td>
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<td>Presenter: Florian Scheiber</td>
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<td><strong>Adina Dabu</strong></td>
<td><em>The diffusion of human resources management practices in indifferent environments: A model of non-isomorphic diffusion through nascent consulting markets</em></td>
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<td><strong>Florian Scheiber, Dominika Wruk and Achim Oberg</strong></td>
<td><em>Diffusion, theorization, and co-occurrence: How are diffusing management concepts discursively connected?</em></td>
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Session IV  
Location  
Friday, July 6, 2012, 09:00–10:30  
H-324 – Chydenia  

Glocalization and MNCs  
Chair: Gili S. Drori  

Minna Mars and Rebecca Piekkari  
_A political perspective on translating strategy in a multinational corporation: Localize or ‘local lies’?_  
Presenter: Sven Hauff  

Markus Helfen, Kadire Zeynep Sayım, Dimitris Stevis, Ozge Berber Agtas  
_Europeanization of industrial relations through international framework agreements? Turkey and the USA compared_  
Presenter: Minna Mars  

Sven Hauff and Stefan Kirchner  
_Designed for global convergence? Matching organizational practices and employee expectations in six countries from 1989 to 2005_  
Presenter: Kadire Zeynep Sayım  

Session V  
Location  
Friday, July 6, 2012, 11:00–12:30  
H-324 – Chydenia  

Issues of Boundaries  
Chair: Markus A. Höllerer  

Mia Raynard, Michael Lounsbury and Royston Greenwood  
_Same, same but different: The influence of regional communities on CSR implementation in China_  
Presenter: Ville-Pekka Sorsa  

Mariannunziata Liguori, Noel Hyndman, Renate E. Meyer, Tobias Polzer, Silvia Rota and Johann Seiwald  
_Global reform discourses and local mélanges: Public accounting changes in three European countries_  
Presenter: Mia Raynard  

Ville-Pekka Sorsa and Jan-Erik Johanson  
_A dinosaur without a clear design? A case study on the paradoxes and contradictions in public-private pension provision_  
Presenter: Tobias Polzer
Session VI
Location H-324 – Chydenia
Saturday, July 7, 2012, 09:00–10:30

A Focus on the Health Care and Public Sector
Chair: Peter Walgenbach

Panita Surachaikulwattana
Creating the British Academic Health Science Centres: The case of translating organizational forms
Presenter: Pertti Ahonen

Ali Danışman and William Ocasio
Globalization vs. societal sectors: A comparative institutional analysis of health care financing in OECD countries
Presenter: Panita Surachaikulwattana

Pertti Ahonen
Diffusion of models and scripts from the global context with adaptation and sedimentation in a national context: Analysis of institutional design of public administration with a country case
Presenter: Ali Danışman

Session VII
Location H-324 – Chydenia
Saturday, July 7, 2012, 11:00–12:30

A Focus on Corporate Governance & Concluding Discussion
Chair: Markus A. Höllerer

Donald Nordberg
Institutional logics, translated, in corporate governance
Presenter: Taeyoung Yoo

Taeyoung Yoo and Dong Kwan Jung
At the crossroads: What we expect vs. what we experience in corporate governance change
Presenter: Donald Nordberg
HISTORY AND ORGANIZATIONS: MOVING RESEARCH FORWARD

Convenors
Behlül Üsdiken, Sabanci University, Istanbul, Turkey; behlul@sabanciuniv.edu
Matthias Kipping, Schulich School of Business, York University Toronto, Canada; mkipping@schulich.yorku.ca
Lars Engwall, Uppsala University, Sweden; lars.engwall@fek.uu.se

Session I
Thursday, July 5, 2012, 09:00–10:30
Room 4 – Aalto Executive Education

History, Theory and Method
Chair: Behlül Üsdiken

Andrea Bernardi and Anna Greenwood
Understanding the rift, the (still) uneasy bedfellows of history and organization studies
Presenters: William M. Foster, Roy Suddaby and Elden M. Wiebe

Michael Rowlinson and John Hassard
Historical neo-institutionalism or neo-institutionalist history?
Presenter: R. Daniel Wadhwani

Alistair Mutch
Genealogy or history: Governmentality, Scotland and the history of Protestant pastoral power
Presenter: Paolo Quattrone

Session II
Thursday, July 5, 2012, 11:00–12:30
Room 4 – Aalto Executive Education

Management, Rationality, Bureaucratization
Chair: Matthias Kipping

Karen Dale
Outside management? A brief history of household management and the construction of ‘calculating selves and calculable spaces’
Presenter: Simona Spedale
Paolo Quattrone
*Unfolding rationality: Visual memory, performative accounting and the Jesuit Order*
Presenters: Luca Zan and Kent Deng

Pamela A. Popielarz
*Schools of bureaucracy: Fraternal orders and inequality in the industrializing U.S. Midwest*
Presenter: Karen Dale

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**Session III**
Thursday, July 5, 2012, 14:00–15:30
Room 4 – Aalto Executive Education

**Creation of Institutions: Long-term Views**
Chair: Lars Engwall

Gazi Islam and Macabe Keliher
*The ritual construction of history: Grand ceremony and institution building in late imperial China*
Presenters: Andrea Bernardi and Anna Greenwood

Arijit Chatterjee
*Paths to social change: Mobilization, institution building, and entrepreneurship in colonial India*
Presenters: Wim van Lent and Stoyan Sgourev

Luca Zan and Kent Deng
*Searching for managerial micro foundations in West/East divergence*
Presenters: Rafael Alcadipani da Silveira and Bill Cooke

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**Session IV**
Friday, July 6, 2012, 09:00–10:30
Room 4 – Aalto Executive Education

**Organizational Fields in Historical Perspective**
Chair: Matthias Kipping

Brian King
*Venture capital’s rise to legitimacy, 1955–1980*
Presenters: Gazi Islam and Macabe Keliher
R. Daniel Wadhwani  
*The co-evolution of states and organizational fields: Markets for personal finance in comparative historical perspective*  
Presenter: Pamela A. Popielarz

Simona Spedale  
*Entrepreneurial action and institutional logics in an inner-city district: The entrepreneurial history of the public house in Kelham Island (c. 1870–2010)*  
Presenter: Alistair Mutch

**Session V Friday, July 6, 2012, 11:00–12:30**  
**Room 4 – Aalto Executive Education**

**Tracing Organizational Populations, Organizations and Organizational Processes over Time**  
Chair: Behlül Üsdiken

Valentina Goglio  
*The population of satellite universities in the Italian higher education system*  
Presenters: Kerttu Kettunen, Kimmo Alajoutsijärvi and Henrikki Tikkanen

Wim van Lent and Stoyan Sgourev  
*Local interests in a global business. 200 years of dividend policy at the Dutch East India Company*  
Presenters: Alain Alcouffe and Marek Ćwiklicki

Lars Heide  
*Opening the black box of innovation systems*  
Presenters: Boram Do and Ian Walsh
Session VI

Saturday, July 7, 2012, 09:00–10:30
Room 4 – Aalto Executive Education

Institutions of Management Knowledge in Historical Perspective
Chair: Lars Engwall

Kerttu Kettunen, Kimmo Alajoutsijärvi and Henrikki Tikkanen
Operating in two reputation systems: A century of management professionalization in Finnish business schools
Presenters: Benoît Roux and Xavier Lecocq

Marek Ćwiklicki and Alain Alcouffe
The dissemination of management innovations through consultancy in the interwar period
Presenter: Lars Heide

Rafael Alcadipani da Silveira and Bill Cooke
The Ford Foundation’s ‘mess’ in Brazil: A counter-deterministic account of US philanthropy and management education
Presenter: Valentina Goglio

Session VII

Saturday, July 7, 2012, 11:00–12:30
Room 4 – Aalto Executive Education

History as Resource and Back to History and Theory
Chair: Behlül Üsdiken

William M. Foster, Roy Suddaby and Elden M. Wiebe
Activating the past: The persistence of corporate memory
Presenter: Arijit Chatterjee

Boram Do and Ian Walsh
Memory recollection, meaning reconstruction, and the experience of nostalgia in the context of organizational demise
Presenter: Brian King

Benoît Roux and Xavier Lecocq
Is there a place for theory in business history? Lessons from the famous Fisher Body case
Presenters: Michael Rowlinson and John Hassard
ARTIFACTS IN ART, DESIGN, AND ORGANIZATION

CONVENORS
Stefan Meisiek, Copenhagen Business School, Denmark; smeisiek@cbs.dk
Daved Barry, Copenhagen Business School, Denmark; davedbarry@gmail.com
Roberto Verganti, Politecnico de Milan, Italy; roberto.verganti@polimi.it

Session I
Thursday, July 5, 2012, 09:00–10:30
Futurum – Hanken School of Economics

Open Space
Chair: Daved Barry

Liisa Naar and Stewart Clegg
This is not a building: Meaning making, thinking, modelling

Katie Best and Jon Hindmarsh
Artifacts, interaction and the spatial organisation of work

Sabine Brunswicker, Cara Wrigley and Sam Bucolo
What is the role of design-led innovation and design-led prototyping in developing novel business models?

Session II
Thursday, July 5, 2012, 11:00–12:30
Futurum – Hanken School of Economics

Open Space
Chair: Stefan Meisiek

William Collinge and Christopher Harty
Exploring the semiotic properties of design artefacts

Nicoletta Giusti
Artefacts as devices for organizing the innovation process in fashion design
Maria Oppen and Friedrich Hauss

Allowing for the new – Managing the boundary objects in collaborative design

Session III

Thursday, July 5, 2012, 14:00–15:30
Futurum – Hanken School of Economics

Open Space
Chair: Roberto Verganti

Takaya Kawamura
Corporate museums as mediating artifacts for innovative design management – Activity-theoretical analysis of the design management activities mediated by a corporate museum

Jacqueline Fendt
Art and design as drivers for entrepreneurial agency: The translating role of artifacts

Jonathan Vickery and Ian King
De-familiarizing fashion in the global city

Session IV

Friday, July 6, 2012, 09:00–10:30
Futurum – Hanken School of Economics

Helsinki Design Lab
Chair: Bryan Boyer

Sylvain Bureau
Unlearning to learn: Experimenting with art in an entrepreneurship programme

Steffen Bayer, Maria Kapsali, Tim Bolt and Sally Brailsford
The materialization of simulation artifacts in group model design

Katarina Berger
Inspiring management innovation
Session V

Friday, July 6, 2012, 11:00–12:30
– Parallel Stream –

Location

D215 – Hanken School of Economics

Parallel Stream A

Explorations

Chair: Stefan Meisiek

Valérie Chanal and Apolline Le Gall
The business model as an artifact to help designers explore value creation and new meanings

Robert Bauer, Claudia Schnugg and Wendy Cukier
The enemy within – Arts-based initiatives and the dynamics at the intersection of inversely paradoxical institutional logics

Mathias Béjean and Stefan Meisiek
Rich sensemaking and design artefacts: Symbolic value creation in creative industries

Location

Futurum – Hanken School of Economics

Parallel Stream B

Cultures

Chair: Daved Barry

Anne-Laure Fayard and Bojan Angelov
Cultural artifacts: Emergent, designed and re-interpreted in organizations

Cara Broadley
Island exports: Cultural probe creation as a method of design organisation and collaboration

Miikka Lehtonen
How do people construct their organization using Chigo blocks?
An exploratory investigation into visual narratives

Location

Lärarrummet – Hanken School of Economics

Parallel Stream C

Interventions

Chair: Linda Matula

Jennie Andersson Schaeffer, Nina Bozic and Tomas Backström
The physical space as an artifact of innovative culture – Findings in art and manufacturing industry
Linda Julianna Matula
The shape of things to come: In search of a purpose for organizational theatre

Emilie Reinhold
Politics, embodiment and desire in the organization: Studying an artistic intervention through the lens of Jacques Rancière and Gilles Deleuze

Session VI
Saturday, July 7, 2012, 09:00–10:30
– Parallel Stream –

Location
D215 – Hanken School of Economics

Parallel Stream A
Meanings
Chair: Daved Barry

Klaus-Peter Schulz, Christian Wölfel, Jens Krzywinski, Daniela Menzel and Yves Habran
Sharing and developing meaning in creative and change processes through serious play and story telling

Anna Salmi, Päivi Pöyry-Lassila and Juha Kronqvist
Epistemic practices and aesthetic artifacts in co-development of organizational processes

Fernando Secomandi, Dirk Snelders and Petra Badke-Schaub
Visualizing the service interface: The design of DirectLife

Location
Futurum – Hanken School of Economics

Parallel Stream B
Interactions
Chair: Stefan Meisiek

Lianne Simonse, Jan Buijs and Erik Jan Hultink
Roadmap grounded as ‘visual portray’: Reflecting on an artifact and metaphor

Aaron Houssian and Kristina Lauche
The role of artefacts in the interaction of R&D teams and their clients

Alexandra Nenko
Artworks as mediums and objects of knowledge: Animating creative communities
Location A403 – Hanken School of Economics

Parallel Creations
Stream C
Chair: Niina Koivunen

Sara Zaeemdar
*Performing authenticity in organization theatre: A study in two episodes*

Laura Lucia Parolin
*Producing artefacts, designing semi-finished goods: Processes of stabilization of a new product*

Niina Koivunen and Tamar Parush
*Analogical artifacts, inquiry, and discipline in art-based interventions*

Session VII Saturday, July 7, 2012, 11:00–12:30
Location Futurum – Hanken School of Economics

Taking Stock and Looking Forward
Chair: Daved Barry

Anna Rylander
*The office as embodied metaphor – Exploring workplace design as aesthetic experience*

Ulla Ryynänen
*How to change everything without changing anything. A study of the design process of a magazines’ visual update*

Moura Quayle and Andréanne Doyon
*Artefacts from the edge: Exploring a typology of business studio artefacts*
THE CHANGING ROLE OF BUSINESS IN GLOBAL SOCIETY

CONVENORS
Andreas Georg Scherer, University of Zurich, Switzerland; andreas.scherer@iou.uzh.ch
Hans van Oosterhaut, Rotterdam School of Management, Erasmus University, The Netherlands; joosterhout@rsm.nl
Kathleen Rehbein, Marquette University, USA; kathleen.rehbein@marquette.edu

Session I Thursday, July 5, 2012, 09:00–10:30
Location E-107 – Arkadia

Organizing for CSR and CC in Global Political Order
Chair: Kathleen Rehbein

Michael Aßländer
Corporations as intermediate actors: Embedding corporate citizenship behavior in the political order
Discussant: Steen Vallentin

Andreas Rasche
Global policies and local practice: Loose and tight couplings in multi-stakeholder initiatives
Discussant: Nathan Betancourt

Dorothée Baumann-Pauly, Andreas Georg Scherer and Guido Palazzo
Navigating through paradoxical stakeholder expectations – Organizational implications of managing corporate legitimacy in complex environments
Discussant: Peter Edward
Session II Thursday, July 5, 2012, 11:00–12:30
E-107 – Arkadia

**CSR and its Influence on Public Goods and State Governance**
Chair: Hans van Oosterhout

Jonathan Doh and Jean Boddewyn
*International business and social partnerships: How institutional capacity and MNE strategy affects collective-goods provision in emerging markets*
Discussant: Jukka Mäkinen

Sarianna Lundan
*The role of MNEs in alleviating institutional deficits in host countries*
Discussant: Ulrika Mörth

Itziar Castelló and Roberto Galang
*The politics of corporate social responsibility governance in Asia: Compliance and relational discourses*
Discussant: Stefan Schembera

Session III Thursday, July 5, 2012, 14:00–15:30
E-107 – Arkadia

**Philosophical Reflection and Critique on CSR Research**
Chair: Andreas Georg Scherer

Steen Vallentin
*Neoliberalism and CSR: Overcoming stereotypes and embracing variety*
Discussant: Sean Buchanan

Jukka Mäkinen and Eero Kasanen
*In defence of regulated market economy*
Discussant: Sarianna Lundan

Peter Edward and Hugh Willmott
*‘Political CSR’ and the limits of deliberative democracy*
Discussant: Dorothée Baumann-Pauly
Session IV
Location
Friday, July 6, 2012, 09:00–10:30
E-107 – Arkadia

Towards Institutional Conceptualisations of Political Roles in Business
Chair: Andreas Georg Scherer

Sean Buchanan and Dirk Matten
Agency and institutions at the global level: An institutional conceptualization of the political role of multinational corporations
Discussant: Frank de Bakker

Nathan Betancourt, Hans van Oosterhout and Johannes Meuer
Not all institutions are created equal: Institutional stages of private actor international business regulations
Discussant: Itziar Castelló

Karin Svedberg Helgesson and Ulrika Mörth
Negotiating new roles and acting the part: Corporate actors, accountability, and compliance in the public domain
Discussant: Maria Ehrnström

Session V
Location
Friday, July 6, 2012, 11:00–12:30
E-107 – Arkadia

CRS, CC and CPA – Adding Value?
Chair: Hans van Oosterhout

Frank de Bakker, Elaine Linssen and Frank den Hond
More than words. Examining the added value of corporate citizenship
Discussant: Michael Aßländer

Dorothea Baur and Florian Wettstein
Corporate political advocacy: Exploring a new phenomenon
Discussant: Arno Kourula

Daniel Nyberg, John Murray and Justine Rogers
Demonizing the government: Corporate political activities in the public sphere
Discussant: Laurence Vigneau
Session VI
Saturday, July 7, 2012, 09:00–10:30
E-107 – Arkadia

Implementation of CSR: Empirical Evidence?
Chair: Kathleen Rehbein

Laurence Vigneau, Michael Humphreys and Jeremy Moon
The influence of international organizations on firms’ behaviour:
The case of the Global Reporting Initiative
Discussant: Daniel Nyberg

Stefan Schembera
The implementation of corporate social responsibility: The case of the
UN Global Compact
Discussant: Anne Vestergaard

Maria Ehrnström-Fuentes
Legitimacy through deliberation? Stakeholder legitimacy creation
trough (non-)participation in environmental impact assessments
Discussant: Dorothea Baur

Session VII
Saturday, July 7, 2012, 11:00–12:30
E-107 – Arkadia

Group Discussion
Chair: Andreas Georg Scherer

Arno Kourula, Markus Paukku and Mikko Koria
The multiple actors and levels in corporate social responsibility:
Roles, dynamic capabilities and influence
Discussant: Jonathan Doh

Anne Vestergaard
Stakeholder perceptions of the role of the firm. Responses to child
slavery in the cocoa industry
Discussant: Andreas Rasche
Recent Developments in Institutional Theory: The Challenge Posed by MNEs

Convenors
Ayse Saka-Helmhout, University of Surrey, UK; a.saka-helmhout@surrey.ac.uk
Royston Greenwood, University of Alberta, Canada; royston.greenwood@ualberta.ca
Susanne Blazejewski, Alanus University of Arts and Social Science, Germany; susanne.blazejewski@alanus.edu

Session I
Thursday, July 5, 2012, 09:00–10:30
Location H-126 – Chydenia

Reconceptualising Institutions and Agency in IB
Chair: Ayse Saka-Helmhout
Discussant: Royston Greenwood

Jasper Hotho, Peer Kristensen and Torben Pedersen
Institutions and MNEs: From constraints to sources of action and experimentation

Chris Rees
Agency and institutions in MNE research: The contribution of critical realism

Anne Tempel
The ability and willingness of subsidiary managers in MNCs to undertake institutional work: A conceptual framework
| Session II | Thursday, July 5, 2012, 11:00–12:30  
H-126 – Chydenia |
|-----------|----------------------------------|
| **Institutional Entrepreneurship in Emerging Economies (I)**  
Chair: Ayse Saka-Helmhout  
Discussant: Matthew Allen |
| Florian Becker-Ritterspach and Jutta Becker-Ritterspach  
*Diverse patterns of institutional entrepreneurship of MNCs in emerging economies* |
| Michael Carney, Marleen Dieleman and Marcus Taussig  
*Institutional entrepreneurship across borders* |

| Session III | Thursday, July 5, 2012, 14:00–15:30  
H-126 – Chydenia |
|-------------|----------------------------------|
| **Institutional Entrepreneurship in Emerging Economies (II)**  
Chair: Susanne Blazejewski  
Discussant: Ayse Saka-Helmhout |
| Ehsan Derayati and Pouya Seifzadeh  
*Multinational enterprises as institutional entrepreneurs: The case of emerging economy contexts* |
| Rick Molz, Ali Taleb and Catalin Ratiu  
*The multinational experience during radical institutional change: The case of Veolia in Morocco during the 'Arab Spring' turmoil* |

| Session IV | Friday, July 6, 2012, 09:00–10:30  
H-126 – Chydenia |
|------------|----------------------------------|
| **Organisational Response to Institutional Contradictions as Hybridisation/Translation/Multi-layering**  
Chair: Royston Greenwood  
Discussant: Giuseppe Delmestri |
| Nicolas Balas  
*The politics of offshoring: Institutional logics, controversy and resistance in the French semiconductor industry* |
Robson Rocha and Duncan Wigan
Beyond translation: The domestication of private equity in Denmark

Michal Frenkel
The cross-national transfer of organizational work-family policies within the MNC: A multilayered approach

Session V
Friday, July 6, 2012, 11:00–12:30
H-126 – Chydenia

Internationalisation Pressures and MNE Advantages and Liabilities
Chair: Ayse Saka-Helmhout
Discussant: Catalin Ratiu

Matthew Allen
Internationalization and sectoral diversity: The influence of organizational capabilities and institutions on firms

Mara Brumana and Giuseppe Delmestri
Divergent glocalization in a multinational enterprise. Institutional-bound strategic change in European and US subsidiaries facing the late-2000 recession

Jesper Edman
Multinational enterprises in host country institutions: The role of foreignness

Session VI
Saturday, July 7, 2012, 09:00–10:30
H-126 – Chydenia

Political Perspectives on Organisational Responses to Institutional Contradictions
Chair: Royston Greenwood
Discussant: Susanne Blazejewski

Verena Girschik
The MNE as an agent for change: Implications for institutional theory

Marianne Storgaard and Toke Bjerregaard
Choosing your battles wisely: Contextual awareness causing subsidiaries to refrain from power struggles
Ayse Saka-Helmhout
*Epilogue: What have we learned?*

Jasper Hotho, Rick Molz and Marleen Dieleman
*Three big ideas*

**Session VII**  
Saturday, July 7, 2012, 11:00–12:30

*Cancelled*
Understanding Organization as Process: Organization without Design

Convenors
Tor Hernes, Copenhagen Business School, Denmark; th.ioa@cbs.dk

Robin Holt, University of Liverpool Management School, UK; r.holt@liverpool.ac.uk

Jenny Helin, Jönköping International Business School, Sweden; jenny.helin@ihh.hj.se

Session I
Thursday, July 5, 2012, 09:00–10:30
Location Room 3 – Aalto Executive Education

Using Process Philosophy
Chair: Tor Hernes

Marjana Johansson and Martyna Śliwa
Changing the composition of UK academia? A structuration perspective on the employment of foreign faculty

Peter Lenney, Mike Zundel, Maria Dasalaki and Ann Hatting
Building, dwelling ... thinking? Managerial knowledge in action

Philippe Lorino and Benoît Tricard
Transient sensemaking and persistent habits. Peirce's theory of sign, collective activity as a discourse and conflicting temporalities

Session II
Thursday, July 5, 2012, 11:00–12:30
Location Room 3 – Aalto Executive Education

Processual Entrepreneurship and Transformation
Chair: Robin Holt

Kim Poldner
It is not the self fashioning the self

Daniel Hjorth
Affect, individuation/subjectification: On Spinoza and organization
Are Thorkilldsen and Ansgar Ødegård
Back to the future: A temporal perspective on organizational identity dynamics in efforts of revitalizing local communities

Session III
Thursday, July 5, 2012, 14:00–15:30
Room 3 – Aalto Executive Education

Process Studies of Organizational Design
Chair: Daniel Hjort

Ileana Maris, Ard Huizing and Wim Bouman
Designing as drawing things together

Maria Theresia Hopfgartner
Designing flow in organization studies

Steven Cronshaw
Leadership: Structure or process?

Ward Eagen
Design[ing] as process – Phenomenographic methods and the immanent ontology of Deleuze

Session IV
Friday, July 6, 2012, 09:00–10:30
Room 3 – Aalto Executive Education

Doing Process Research
Chair: Jenny Helin

Chris Steyaert
Making the multiple: Theorizing the process of theorizing performatively

Nicolaj Tofte Brenneche
Systemic innovation in energy research – A pragmatist cartography

Victoria von Groddeck and Julian Müller
(In)Determinacy: A theoretical figure to analyze organizational processes beyond the logic of substantial dichotomies
### Session V
#### Location
Friday, July 6, 2012, 11:00–12:30  
Room 3 – Aalto Executive Education

#### Process Studies and Human Health
Chair: Barbara Simpson

- **Nicolas Bencherki**  
  *Organizational ontogenesis and ethics in medical disciplinary decisions*

- **Jane Hendy, Theopisti Chrysanthaki and James Barlow**  
  *Innovation theorization across multiple levels of the health care system: The mediating impact on adoption*

- **Harald Tuckermann and Johannes Rüegg-Stürm**  
  *The communicative formation of strategic alliances: Tackling the alliance paradox from a process perspective*

### Session VI
#### Location
Saturday, July 7, 2012, 09:00–10:30  
Room 3 – Aalto Executive Education

#### Processes of Making Sense
Chair: Chris Steyaert

- **Nick Marshall and Barbara Simpson**  
  *The practice of wisdom: Wise action in the making*

- **Danielle Tucker, Jane Hendy and James Barlow**  
  *Identifying mechanisms in the sensemaking process of middle managers during organisational redesign*

- **Federico Puga**  
  *Leadership in complexity: A process of constructing an artwork*

- **Ian Colville and Annie Pye**  
  *Making sense of organizing – with and without design*
Process Studies, Knowledge and Innovation
Chair: Henrika Franck

Rebecca Pinheiro-Croisel and Tor Hernes
Innovation without design: The dynamics of role making and the gradual emergence of the collective designer

Kaushik Roy
Understanding dynamic capability as epistemology of an organisation

Christoph Barmeyer
Fluent and dynamic knowledge circulation in organizations. Peculiarities and functions of the coffee break in Italian companies
IN SEARCH FOR MEANING: RETHINKING AND ENERGIZING RESEARCH ON CREATIVE INDUSTRIES

CONVENORS
Jesper Strandgaard Pedersen, Copenhagen Business School, Denmark; js.ioa@cbs.dk
Silviya Svejenova, ESADE Business School, Spain; silviya.svejenova@esade.edu

Session I
Thursday, July 5, 2012, 09:00–10:30
A307 – Hanken School of Economics

Creative Industries Re-imagined
Chair: Jesper Strandgaard Pedersen

Jesper Strandgaard Pedersen and Silviya Svejenova
Welcome and introductions and launching of the Standing Working Group (SWG)

Joost Rietveld, Joseph Lampel and Cristiano Bellavitis
The second time around: The impact of ‘platform endorsed’ re-releases on product performance in the video games market

Maria Rita Micheli and Justin Jansen
Understanding change in the creative industries through value creation and capture: Mainstreams vs. mavericks

Session II
Thursday, July 5, 2012, 11:00–12:30
A307 – Hanken School of Economics

Mavericks, Misfits and Mainstreams
Chair: Mukti Khaire

Gerardo Patriotta and Paul Hirsch
Collective agency and coordination in art worlds: Understanding artist-institution dynamics
Massimo Maoret and Felipe Massa
*Institutional entrepreneurs in the creative commons: The Wu Ming Foundation’s reform of the publishing industry*

Laura Laaksonen, Antti Ainamo and Toni-Matti Karjalainen
*Tribal entrepreneurship – A netnographic study of heavy metal bands in Facebook*

**Session III**

*Thursday, July 5, 2012, 14:00–15:30*

**A307 – Hanken School of Economics**

**Creative Spaces**
Chair: Gerardo Patriotta

Elke Schüßler and Bastian Lange
*Organizing creative markets: Socio-spatial practices of design entrepreneurs in Berlin*

Christoph Michels
*How music takes place: (De-)Composing atmospheres of the creative city*

Marios Samdanis and Soo Hee Lee
*Artistic innovation, curatorial practices and institutional entrepreneurship at Tate Modern and the Saatchi Gallery*

**Thursday, July 5, 2012, 15:30–17:30**

Field trip to a “camouflaged” creative space and first informal SWG encounter “Energizing the Research Agenda on Creative Industries”
Co-chairs: Silviya Svejenova, Jesper Strandgaard Pedersen and Mirva Peltoniemi

**Session IV**

*Friday, July 6, 2012, 09:00–10:30*

**A307 – Hanken School of Economics**

**Identity and Meaning**
Chair: Felipe Massa

Charlotte Gilmore, Nic Beech, Gail Greig and Elizabeth Gulledge
*“Living off the music”: The identity work and unresolved struggles of indie musicians*
Ruey-Lin Hsiao, Sue-Hwa Ou and Chun-Fang Yang
*Wild aspiration: The artist and his search of meaning in artefacts*

Claus Noppeney and Nada Endrissat
*Crossing senses: Meaning making in artistic perfumery*

**Session V**
**Location**
Friday, July 6, 2012, 11:00–12:30
A307 – Hanken School of Economics

**Creative Work and Careers**
Chair: Doris Eikhof

Paola Dubini and Elena Raviola
*Cultural industries in the making, or about cultural entrepreneurship*
Annachiara Scapolan and Fabrizio Montanari
*Should I stay or should I go? Exploring individual intention to stay in a ballet company*

Andrew Parker and Charles-Clemens Rüling
*Commercial logics, social networks, and technological innovation in the creative industries: Explaining the adoption of CGI technology by animation professionals*

**Session VI**
**Location**
Saturday, July 7, 2012, 09:00–10:30
A307 – Hanken School of Economics

**Food for Thought**
Chair: Silviya Svejenova

Barbara Slavich, Rossella Cappetta and Severino Salvemini
*“Creativity zero-defects” in the haute cuisine industry*

Ludovica Leone
*The Ratatouille paradox. Exploring the differences between improvisation and other creative processes*

Jesper Strandgaard Pedersen and Bo Christensen
*Restaurant ratings and rankings in the culinary field*
Session VII
Location
Saturday, July 7, 2012, 11:00–12:30
A307 – Hanken School of Economics

Categories, Identities, Markets
Chair: Massimo Maoret

Bram Kuijken, Mark Leenders, Nachoem Wijnberg and Gerda Gemser
Mind the gap: How the difference between identity assignment by consumers and producers affects the success of music festivals

Grégoire Croidieu, Charles-Clemens Rüling and Amélie Boutinot

Mukti Khaire
Entrepreneurship by design: The construction of meanings and markets for craft goods

Jesper Strandgaard Pedersen, Silviya Svejenova and Mukti Khaire
Closing remarks and welcome to the 2013 SWG/sub-theme
EMERGENCE AND AGENCY IN ORGANIZATIONAL NETWORKS

CONVENORS
Terry L. Amburgey, Rotman School of Management, University of Toronto, Canada; amburgey@rotman.utoronto.ca
Barak S. Aharonson, Recanati Graduate School of Business, Tel Aviv University, Israel; aharonson@tau.ac.il
Jörg Raab, Tilburg University, The Netherlands; j.raab@uvt.nl

Session I Thursday, July 5, 2012, 09:00–10:30
Location B-163 – Aalto School of Economics

Whole Networks
Chair: Terry L. Amburgey

Keith Provan, Jonathan Beagles and Scott Leischow
Network ties and evidence-based practice awareness: A longitudinal analysis of smoking quitlines

Franz Wohlgezogen
Platforms and prisons: Engineered collaborative networks, idiocultures, and the development of partnering capability in the non-profit sector

Jorge Verschoore, Ingridi Bortolaso and Eduardo Rigoni
Evaluating engineered networks: The effects of structure and process on the outcome of the Brazilian small-firm networks

Session II Thursday, July 5, 2012, 11:00–12:30
Location B-163 – Aalto School of Economics

Nodes, Dyads, and Triads I
Chair: Jörg Raab

Emily Erikson and Sampsa Samila
The focalization of networks contents in conditions of uncertainty

Benjamin Hallen, Riitta Katila and Jeff Rosenberger
Dangerous relations: The interplay of legal, temporal, and social defenses in the formation of corporate venture capital relationships
Andrew Shipilov, Stan Xiao Li and Jung-Yun Han
Network governance in multiplex triads

Jason Davis
Network agency problems: Reconceptualizing the brokerage position as a barrier to embedded relationships

Session III Thursday, July 5, 2012, 14:00–15:30
B-163 – Aalto School of Economics

Networks in Geographic Context
Chair: Barak S. Aharonson

Caroline Hussler and Nafaa Hamza-Sfaksi
Network governance and its impact on network structure, power and innovation: Evidence on a French cluster

Iiris Hilvo and Joanna Scott-Kennel
Organizational networks, institutions and absorptive capacity in small open economies

Isabel Salavisa, Pedro Videira and Cristina Sousa
Social networks and the software sector in Portugal

Session IV Friday, July 6, 2012, 09:00–10:30
B-163 – Aalto School of Economics

Nodes, Dyads, and Triads II
Chair: Keith Provan

Stoyan Sgourev
The broker as a catalyst: How Diaghilev’s “Ballets Russes” escalated modernism

Birgit Pauksztat, Rafael Wittek and Christian Steglich
Containing the risks of voice: An RSIENA analysis of cross-network effects between employee voice and friendship

Suleika Bort, Marie Oehme and Andreas Al-Laham †
Curse or savior: The role and the consequences of anchor organizations for the development of the German biotech industry network structure
Pushyarag Puthusserry, John Child and Suzana Rodrigues
Building social capital for internationalization: A study of internationalizing British and Indian partner SMEs

Session V
Friday, July 6, 2012, 11:00–12:30
B-163 – Aalto School of Economics

Information, Knowledge, and Networks
Chair: Alessandro Lomi

Joris Knoben, Leon Oerlemans and Annefleur Krijkamp
What do they know? The antecedents of information accuracy differentials in interorganizational networks

Alexander Smit, Marius Meeus and Jörg Raab
Does keeping company with wolves learns one how to howl? An exploratory study into the interrelatedness of the outcomes of R&D projects in emergent knowledge networks

Abel E. Lucena and Rebeca Méndez-Durón
Ambidexterity in networks: The effect of pooling knowledge from different network structures

Session VI
Saturday, July 7, 2012, 09:00–10:30
B-163 – Aalto School of Economics

Network Structure and Dynamics
Chair: Mark Ebers

Mary C. Still
Shifting structural forms in the Fortune 100 managerial network, 1985–2001

Remco Mannak, Marius Meeus and Alexander Smit
Redesigning multi-partner R&D consortia: A repeated tie taxonomy and temporal dynamics

Paolo Aversa
The strategic evolution of suppliers. A longitudinal study
Pooya Tavakoly and Nikolaus Beck

Institutional logics & interorganizational networks: Structuration of the global securities market industry

Session VII
Saturday, July 7, 2012, 11:00–12:30
B-163 – Aalto School of Economics

The When and Where of Collaboration
Chair: Terry L. Amburgey

Francesca Pallotti, Peng Wang and Alessandro Lomi

Relational embeddedness, uncertainty, and the propensity of organizations to collaborate

Cristina Sousa and Margarida Fontes

Knowledge networks in science-based start-ups: Actors and strategies

Thorsten Semrau, Stefan Sigmund and Mark Ebers

Contextual vs. temporal ambidexterity: A comparative contingency analysis
MULTIPLICITY AND PLURALITY IN THE WORLD OF STANDARDS

CONVENORS
Frank den Hond, Dep. of Organization Science, VU University Amsterdam, The Netherlands; f.den.hond@fsw.vu.nl
Marie-Laure Djelic, Dept. of Management, ESSEC Business School, Cergy Pontoise, France; djelic@essec.fr
Kristina Tamm Hallström, Stockholm Centre for Organizational Research (Score), and Stockholm School of Economics, Sweden; fkt@hhs.se

Session I
Thursday, July 5, 2012, 09:00–10:30
B-200 – Aalto School of Economics

Standardizing the Tools of Standardization
Chair: Frank den Hond
Discussant: Linda Soneryd

Mikkel Flyverbom
A crystallization of transparency: Standardization and multiplicity in the Internet domain

Afshin Mehrpouya and Marie-Laure Djelic
Transparency in transnational governance. Exploring the institutional construction of a powerful norm

Rodolphe Durand, Anup Nandialath and Samuel Touboul
The dual constraints of sustainability performance inconsistency and prior reputation on sustainability disclosure transparency

Session II
Thursday, July 5, 2012, 11:00–12:30
B-200 – Aalto School of Economics

Organized Monitoring as a Tool of Standardization
Chair: Frank Wijen
Discussant: Marie-Laure Djelic

Nils Brunsson, Ingrid Gustafsson and Kristina Tamm Hallström
Organizing for trust in markets. On certification, markets and organization
Ingrid Gustafsson  
*States and standards – On how public organizations enforces private regulation*

Marie-France Turcotte, Juliane Reinecke and Frank den Hond  
*On the multiplicity of private social and environmental regulation in coffee, forestry and textile: A diachronic analysis of its origins, consequences, and evolution*

### Session III  
**Location**  
B-200 – Aalto School of Economics  
**Thursday, July 5, 2012, 14:00–15:30**

**Dynamics at the Field Level I: Towards Meta-Standardization**  
Chair: Marie-Laure Djelic  
Discussant: Kristina Tamm Hallström

Lisa Baudot  
*On the path towards global accounting standards: The interaction of structures, processes and meaning systems in accounting change*

Nadine Arnold and Raimund Hasse  
*The escalation of governance: Standards in the fair trade-sector*

Ronny Gey and Andrea Fried  
*“Standard bibles” and mediators as a way of software development organizations to cope with the multiplicity and plurality of standards*

### Session IV  
**Location**  
B-200 – Aalto School of Economics  
**Friday, July 6, 2012, 09:00–10:30**

**Dynamics at the Field Level II: Balancing Coordination and Competition**  
Chair: Kristina Tamm Hallström  
Discussant: Frank den Hond

Emily Block and Joseph Broschak  
*Tree huggers and money grubbers: The co-evolution of standards for self-regulation in the forest industry*

Gordon Müller-Seitz and Elke Schüßler  
*Facing technological uncertainty: Creating, maintaining and disrupting institutional multiplicity in the semiconductor industry*
Hao Hu and Taïeb Hafsi
*Change through mirroring: Standardization of Chinese herb slice between Traditional Chinese Medicine and Western Medicine*

### Session V
Location

**Friday, July 6, 2012, 11:00–12:30**
B-200 – Aalto School of Economics

**Dynamics at the Field Level II: Balancing Coordination and Competition**
Chair: Patrick Castel

Mercè Bernardo and Alexandra Simon
*Multiple standards: Is this the future for organizations?*

Frank Wijen
*Designing and signing on to sustainability standards*
Discussants: Emma Avestisyan and Jean-Pascal Gond

Emma Avetisyan and Jean-Pascal Gond
*Institutional dynamics of corporate social responsibility standardization: A multilevel perspective on the ESG rating field*

Frans van Waarden and Robin B. van Dalen
*Creating order in the chaotic world of standards*
Discussants: Mercè Bernardo and Alexandra Simon

### Session VI
Location

**Saturday, July 7, 2012, 09:00–10:30**
B-200 – Aalto School of Economics

**Limits to Homogeneous Standardization: Social and Institutional**
Chair: Emily Block

Mai S. Linneberg
*A question of legitimacy: Coexistence of multiple standards*

Nicolas Dahan
*Looking for quality chocolate: A study of the social construction of product quality*
Discussants: Kristina Dahlin and Ranjita Singh
Hendrik Wilhelm and Jessica Chromik
*Organizational routines as enactors of formal standards: A fuzzy-set analysis of treatment routine standardization in hospitals*

Kristina Dahlin and Ranjita Singh
*The powerful, the equal and the dependent: Choice between battling systems in the US cellular communications industry*
Discussant: Nicolas Dahan

**Session VII**
Saturday, July 7, 2012, 11:00–12:30
B-200 – Aalto School of Economics

**Limits to Homogeneous Standardization II: Built-in Diversity**
Chair: Frank den Hond

Patrick Castel, Henri Bergeron and Sophie Dubuisson-Quellier
*Governance by labels*

Jean-Pierre Galland, Aurélie Delemarle, Allison Loconto and David Demortain
*Coping with standard diversity: An analytical framework – The standard life cycle*
Discussant: Jaana Kettunen

Jaana Kettunen
*A single set of standards and the multiplicity of interpretations: Understanding the shifting sites and problematics of translation*

Maja Tampe
*Creating development through the market? Prospects for Fairtrade certification in Ghana*
Discussants: Patrick Castel and Henri Bergeron
INSTITUTIONAL WORK AND THE INSTITUTIONALIZATION OF INEQUALITY

CONVENORS  
Thomas B. Lawrence, Simon Fraser University, Vancouver, Canada; tom_lawrence@sfu.ca  
John M. Amis, Dept. of Management, University of Memphis, USA; johnamis@memphis.edu  
Kamal A. Munir, University of Cambridge, UK; k.munir@jbs.cam.ac.uk

Session I  
Thursday, July 5, 2012, 09:00–10:30  
Location G-107 – Chydenia

Inequality in the Workplace (I)  
Chair: Tom B. Lawrence

Thomas B. Lawrence, John M. Amis and Kamal A. Munir
Welcome to the sub-theme

Barbara Gray and Jennifer Kish-Gephart
Encountering social class differences at work: How “class work” perpetuates inequality  
Discussant: Ossi Ollinaho

Session II  
Thursday, July 5, 2012, 11:00–12:30  
Location G-107 – Chydenia

Maintenance of Inequality  
Chair: John M. Amis

Maria Norbäck and Elena Raviola
Institutions as “permanent” solutions to “permanent” problems: The power of defining problems and their solutions  
Discussant: Edward Carberry

Edward Carberry
Executive compensation after Enron: Understanding corporate responses to legitimacy challenges  
Discussants: Maxim Voronov and Klaus Weber
Session III Thursday, July 5, 2012, 14:00–15:30
G-107 – Chydenia

Inequality Based on Various Types of Capital
Chair: Kamal A. Munir

Maxim Voronov and Klaus Weber
Emotional capital and inequalities
Discussants: Sean Buchanan, Suhaib Riaz and Hari Bapuji

Sean Buchanan, Suhaib Riaz and Hari Bapuji
What’s in your wallet: Consumer debt, the media and institutional work
Discussants: Stéphane Guérard, David Seidl and Dimitrova Bozhena

Stéphane Guérard, David Seidl and Dimitrova Bozhena
Spaces of institutional work: The case of the wonder drug for breast cancer in the UK
Discussants: Diego Maganhotto Coraiola, Marystela Assis Baratter, Adriana Roseli Wünsch Takahashi and Evelin Lucht Lemos

Session IV Friday, July 6, 2012, 09:00–10:30
G-107 – Chydenia

Institutionalization of Inequality
Chair: Tom B. Lawrence

Diego Maganhotto Coraiola, Marystela Assis Baratter, Adriana Roseli Wünsch Takahashi and Evelin Lucht Lemos
Institutional work and the institutionalization of child care in Brazil: The case of Pastoral da Criança (PCR)
Discussants: Barbara Sieben, Isabel Collien, Michael Müller-Camen and Matt Flynn

Ossi Ollinaho
Alcohol fuel and institutionalization of material inequalities in rural Brazil
Discussants: Taeyoung Yoo, Moonyoung Baek and Jongik Jang

Barbara Sieben, Isabel Collien, Michael Müller-Camen and Matt Flynn
Age images in German organizations: Rhetorical co-constructions in the (de-)institutionalization of inequalities
Discussants: Maria Norbäck and Elena Raviola
Session V

Friday, July 6, 2012, 11:00–12:30
G-107 – Chydenia

Inequality in the Workplace (II)
Chair: John M. Amis

Taeyoung Yoo, Moonyoung Baek and Jongik Jang
Deinstitutionalized education systems: Education vs. family capital in wage premium
Discussants: Lauri Wessel and Stefan Klaussner

Lauri Wessel and Stefan Klaussner
In the shadow of the legitimate: Abusive supervision and the institutionalization of inequality
Discussants: Pushkala Prasad and Agneta Moulettes

Pushkala Prasad and Agneta Moulettes
Swedish employment officers and unemployed immigrants conflicting interpretations of help
Discussants: Itziar Castelló and David Barberá-Tomás

Session VI

Saturday, July 7, 2012, 09:00–10:30
G-107 – Chydenia

Environmental Inequality
Chair: Kamal A. Munir

Itziar Castelló and David Barberá-Tomás
Harder better, faster stronger? Institutional work in web-based coalitions in the US environmental movement
Discussant: Ken Chung

Ken Chung
From events to institutions: Who crafts the symbols?
Discussants: Barbara Gray and Jennifer Kish-Gephart
**Group Discussion: Where Are We at? Where Are We Going?**

Chair: Tom B. Lawrence

Bob Hinings  
*Studying and understanding inequality and institutional work*

Thomas B. Lawrence, John M. Amis and Kamal A. Munir  
*Future research on institutional work and the institutionalization of inequality*
Organizing Science: The Increasingly Formal Structuring of Academic Research

Convenors
Richard Whitley, University of Manchester Business School, UK; r.whitley@mbs.ac.uk
Jochen Gläser, Technical University Berlin, Germany; jochen.glaser@ztg.tu-berlin.de

Session I
Thursday, July 5, 2012, 09:00–10:30
A-410 – Aalto School of Economics

Changing Organisations, Authority Relations and Scientific Innovation
Chair: Uwe Schimank

Richard Whitley
Institutional change and scientific innovations: The roles of protected space and flexibility

Grit Laudel
Doing something new in the Netherlands: The impact of research organisations and funding agencies on the start of new research lines

Enno Aljets, Eric Lettkemann and Jochen Gläser
Where to go for a change: Organisational conditions for altering research practices in German universities and public research institutes

Session II
Thursday, July 5, 2012, 11:00–12:30
A-410 – Aalto School of Economics

Changing Organisations, Authority Relations and Scientific Innovation
Chair: Richard Whitley

Adriana Gorga and Tatiana Fumasoli
Change and innovation in educational research: Structural and evolutionary integration in university setting
Lars Engwall and Tina Hedmo
*The emergence and organizing of scientific fields: The case of corpus linguistics*

Julien Barrier
*Designing research centers: Institutional myths, loose coupling and organizing*

**Session III**
Thursday, July 5, 2012, 14:00–15:30
A-410 – Aalto School of Economics

**The Role of Formal Structures in Intra- and Inter-organisational Collaboration**
Chair: Jochen Gläser

Jürgen Deeg
*The organization of interdisciplinary, collaborative research networks: Deliberate design vs. emergent patterns*

Inga Ulnicane-Ozolina
*How does the design of joint research activities matter: Different conditions for knowledge co-production in formal and informal international research collaboration*

Liviu Birza
*How do inventions from international collaborative research centres get into practice*

**Session IV**
Friday, July 6, 2012, 09:00–10:30
A-410 – Aalto School of Economics

**Formal Organisations as Intermediary Research Coordinators**
Chair: Adriana Gorga

Emanuela Reale
*Shifting power in higher education policy making. The influence of the evaluation agencies for transforming universities knowledge production*

Ute Volkmann, Uwe Schimank and Markus Rost
*The interplay of academic publishers and scientific research – Chemistry and sociology in comparison*
Laurens Hessels, Edwin Horlings, Ed Noyons and Paul Wouters
*Research coordination by intermediary organizations*

**Session V**
**Location**
Friday, July 6, 2012, 11:00–12:30
A-410 – Aalto School of Economics

**Formalising Universities as Public Research Organisations**
Chair: Benedetto Lepori

**Bernd Kleimann**
*Mediating organization and science: Leadership practices of German university presidents*

**Elke Weyer**
*From loosely organized to tightly managed?*

**Jochen Gläser**
*Are universities professional organisations?*

**Session VI**
**Location**
Saturday, July 7, 2012, 09:00–10:30
A-410 – Aalto School of Economics

**Formalising Universities as Public Research Organisations**
Chair: Elke Weyer

**Séverine Louvel**
*How do researchers react to the growing commensuration of their activities? First insights from an international study*

**Marco Seeber, Lepori Benedetto and Martina Montauti**
*Universities as hybrid organizations. Investigating the connection between institutional logics, identity and budgeting practices*

**Thimo von Stuckrad and Jochen Gläser**
*Beyond the learning metaphor: How can universities respond to evaluations?*
Formalising Universities as Public Research Org
Chair: Grit Laudel

Arlena Jung
Conflict management: From negotiation to socialisation. The interactive dimension of public relations and its implications for the boundaries of science

Concluding Discussion
REDESIGNING LEADERSHIP IN ORGANIZATIONS: THE ECONOMIC IMPERATIVE AND ETHICAL PRACTICE

Convenors
David Knights, Bristol Business School, University of the West of England, UK; david.knights@uwe.ac.uk

Peter Case, Bristol Business School, University of the West of England, UK; peter.case@uwe.ac.uk

Tuomo Takala, School of Business and Economics, University of Jyväskylä, Finland; tuomo.a.takala@jyu.fi

Session I
Thursday, July 5, 2012, 09:00–10:30
Location SH 1 – Economicum

Ethics, Power and Leadership
Chair: Tuomo Takala

Pasi Ahonen, David Knights and Peter Case
Leadership, ethics and modalities of power

José Bento da Silva
On the possibility of management

Jean Helms Mills
Foucault’s notion of critique and Kierkegaard’s notion of identity: A novel approach to ethics in organizations

Session II
Thursday, July 5, 2012, 11:00–12:30
Location SH 1 – Economicum

Leadership at Work
Chair: David Knights

Emma Bell and Scott Taylor
Precarious leadership: Finding meaning in mourning for Steve Jobs

Antoine Hermens and Judith Johnston
Leadership in Qantas International Airways. A redesigning approach that is purposively confrontational and unethical from a multi-stakeholder approach?
Mollie Painter-Morland and Ghislain Deslandes  
*Redesigning leadership “design”: A redefinition of “leadership” in the media environment*

**Session III**  
*Thursday, July 5, 2012, 14:00–15:30*  
**Location**: SH 1 – Economicum

**Gender, Ethics and Leadership**  
Chair: Pasi Ahonen

Iiris Aaltio, Minna Hiillos and Tuomo Takala  
*The unifying grandmother metaphor in leadership: Gender, age and ethics*

Alison Pullen and Sheena Vachhani  
*‘The female advantage’? Feminine leadership, feminine ethics*

Richard Cotter  
*Critical-from-within: Ethical leadership research and a reflexive insider approach*

**Session IV**  
*Friday, July 6, 2012, 09:00–10:30*  
**Location**: SH 1 – Economicum

**Ethical Responsibility and Leadership**  
Chair: Peter Case

Neil Sutherland  
*Democracy, participation and leadership in social movement organizations*

Gareth Edwards  
*The ethical practice of leadership in organisations: Developing a community perspective as the basis for redesign*

Thomas Maak, Delia Mannen and Nicola M. Pless  
*Responsible leaders designing for human dignity: A positive organizational ethics approach*
### Session V
**Location**
SH 1 – Economicum

**Environment, Networking and Leadership**
Chair: Tuomo Takala

- **Naciba Haned and Virgile Chassagnon**  
  *Environmental innovation and innovation leadership: A firm-level empirical analysis*

- **Naveena Prakasam**  
  *The role of impression management in audience perceptions of leaders’ authenticity*

- **Hiroki Noguchi, Michiko Yoshida and Ryuichi Nakamoto**  
  *Leader’s presence and performance in the use of intra social networking services*

### Session VI
**Location**
SH 1 – Economicum

**Philosophy and Leadership**
Chair: David Knights

- **Mike Zundel and Dirk Lindebaum**  
  *The question of reductionism in neuroscientific leadership research*

- **David Weir**  
  *John MacMurray and the personalist philosophical basis of leadership*

- **Hans Rämö**  
  *Ways of seeing leadership and responsibility: Scopic regimes in contemporary organizations*
Ethics and Leadership
Chair: Peter Case

Axel Haunschild and Florian Krause
*Reconsidering ethics and rationality in leadership: A suggestion based on Philippa Foot’s moral philosophy*

Lise Rechsteiner and Georg von Krogh
*What makes a social practice? Being, knowing, doing ... and leading*

Carl Rhodes
*Leadership justice in the face of the other: Ethics, alterity and affect*
(Re-)Designing and Broadening the Study of Mobility, Movement and Migration

Convenors
Steve McKenna, School of Human Resource Management, York University, Toronto, Canada; smckenna@yorku.ca
Mayasandra-Nagaraja Ravishankar, School of Business and Economics, Loughborough University, UK; M.N.Ravishankar@lboro.ac.uk
David Weir, Business School, University Campus Suffolk, UK; dweir@runbox.com

Session I
Thursday, July 5, 2012, 09:00–10:30
Location E-012 – Arkadia

Expatriation – Repatriation
Chair: Steve McKenna

Ling Eleanor Zhang
The development of biculturalism among organizational expatriates and self-initiated expatriates
Discussant: Jasmin Mahadevan

Edson Kubo and Beatriz Braga
Rethinking adjustment and success in expatriation: An empirical research on Japanese expatriates in Brazil
Discussant: Nadia de Gama

Eliane Bianchi
Repatriation – Building links between cycles
Discussants: Bertrand Sergot
Session II Thursday, July 5, 2012, 11:00–12:30
E-012 – Arkadia

Movement and Mobility
Chair: David Weir

William Harvey, Diane van den Broek and Dimitria Groutsis
An introduction to intermediaries in the skilled migration labour market
Discussants: Margarida Fontes, Pedro Videira and Teresa Calapez

Bertrand Sergot
“Where we are is who we are”: Geographical scales, spatial boundaries and the discursive (re)construction of organizational image
Discussant: Jana Costas

François Goxe and Nathalie Belhoste
Global mindset or global habitus? Struggles and regulations of social relationships in global mobility
Discussants: Steve McKenna and Amanda Peticca-Harris

Session III Thursday, July 5, 2012, 14:00–15:30
E-012 – Arkadia

Networks and Relationships
Chair: Mayasandra-Nagaraja Ravishankar

Steve McKenna and Amanda Peticca-Harris
Social network analysis and the organizational self-initiated expatriate: Linking individual motivations and experiences to organizational network development
Discussants: Ling Eleanor Zhang and Mingpeng Huang

Margarida Fontes, Pedro Videira and Teresa Calapez
The impact of long term scientific mobility on the creation of persistent knowledge networks
Discussants: James Collins, Lotta Harju and Harri Paananen

Jasmin Mahadevan
Tracing the discourse of difference in migrant-host relations: A power perspective
Discussant: Eliane Pires Bianchi
Session IV  
Location E-012 – Arkadia  
Friday, July 6, 2012, 09:00–10:30  

**Mobility: Identity and Experiences**  
Chair: Amanda Peticca-Harris  

**Jana Costas**  
*Problematising mobile work: The metaphor of stickiness, non-place and the kinetic elite*  
Discussants: William Stopford Harvey, Diane van den Broek and Dimitria Groutsis  

**Marian Crowley-Henry and Noeleen Doherty**  
*Global mobility & identity (re)construction: An ‘identification’ perspective*  
Discussants: Edson Keyso de Miranda Kubo and Beatriz Braga  

**Nadia de Gama**  
*Exploring how “non-Western” expatriates situated in the UAE experience a career: The importance of context*  
Discussants: Nathalie Bernoud-Belhoste and François Goxe  

Session V  
Location E-012 – Arkadia  
Friday, July 6, 2012, 11:00–12:30  

**Engagement**  
Chair: David Weir  

**Lotta Harju, Harri Paananen and James Collins**  
*Out of sight out of mind: Engagement and identity in distant virtual work*  
Discussant: Marian Crowley-Henry  

**Talita Trindade**  
*Greening the seeds: A case study on the discursive institutionalization of the RSPO certification and the drives to legitimacy of private regulatory schemes*  
Discussant: Rashedur Chowdhury
Session VI
Location: E-012 – Arkadia

CSR, Stakeholders and Elites
Chair: Mayasandra-Nagaraja Ravishankar

Rashedur Chowdhury
*A political stakeholder theory model of firms’ response strategies towards marginalized stakeholders*
Discussant: Talita Trinidade

Maarit Laihonen and Eeva-Lotta Apajalahti
*Industrial elites in political decision making – The case of Finnish nuclear energy decision making*
Discussant: David Weir

Session VII
Location: E-012 – Arkadia

Saturday, July 7, 2012, 11:00–12:30

*Cancelled*
THE RATIONALIZATION AND PROFESSIONALIZATION OF THE NONPROFIT SECTOR

Convenors
Walter W. Powell, Stanford University, California, USA; woodyp@stanford.edu
Liesbet Heyse, University of Groningen, The Netherlands; l.heyse@rug.nl
Hokyu Hwang, University of New South Wales, Sydney, Australia; hokyu.hwang@unsw.edu.au

Session I Thursday, July 5, 2012, 09:00–10:30
Location C501 – Casa Academica

How Do I Count Thee?
Chair: Peter Roberts
Discussant: Walter W. Powell

Wendy Espeland
Narrating numbers

Michael Power
Accounting for the impact of research

Carrie Oelberger, Achim Oberg, Karina Kloos, Valeska Korff and Walter W. Powell
Co-exist, colonize, or combine? Accounting for patterns of discourse on nonprofit evaluation

Matthew Hall
Evaluation logics in the third sector
Session II
Thursday, July 5, 2012, 11:00–12:30
C501 – Casa Academica

**Measure for Measure**
Chair: Raimund Hasse
Discussants: Joe Galaskiewicz and Liesbet Heyse

Alnoor Ebrahim
*Performance measurement in the social sector: a contingent accountability perspective*

Alina McCandless Baluch
*Managing tensions in change: A case study of invoking values in a nonprofit sport organization*

Emily Barman and Heather MacIndoe
*The heterogeneous implementation of performance measurement in the nonprofit sector*

Chris Moos
*Do rankings trigger isomorphic change in the higher education field?*

Florentine Maier, Martin Steinbereithner and Michael Meyer
*The rationalization of nonprofit organizations: A systematic review*

Session III
Thursday, July 5, 2012, 14:00–15:30
C501 – Casa Academica

**Categories and Chimeras**
Chair: Danielle Logue
Discussant: Anne-Claire Paché

Joseph Galaskiewicz and Sondra N. Barringer
*Social enterprises and social categories*

Johanna Mair, Julie Battilana and Alnoor Ebrahim
*Neither for-profit nor not-for-profit: Governance challenges within hybrid organizations*

Peter Roberts, Justin Koushyar and Wesley Longhofer
*A comparative analysis of company-sponsored and independent foundations*
Nathalie Lallemand-Stempak
*Strategic rationalization and institutional work in the nonprofit sector: The case of a French mutual insurance company*

**Session IV**
Friday, July 6, 2012, 09:00–10:30
C501 – Casa Academica

**Markets and Morals**
Chair: Alnoor Ebrahim
Discussant: Wendy Espeland

Hokyu Hwang and David Suárez

Julie Battilana, Anne-Claire Paché, Metin Sengul and Jacob Model
*Understanding the determinants of social performance in socioeconomic hybrid organizations*

Alireza Ahmadsimab
*Firm-NGO partnerships: Substitution, hybridization or co-existence of logics*

**Session V**
Friday, July 6, 2012, 11:00–12:30
C501 – Casa Academica

**‘New’ Manifestations**
Chair: David Suarez
Discussant: Hokyu Hwang

Arthur Gautier, Imran Chowdhury and Anne-Claire Paché
*The emergence of non-profit functions within for-profit organizations: Corporate philanthropy in France, 1979–2011*

Laure Muselli and Stéphane Tywoniak
*From not-for-profit to profit: The case of free/open source software*

Tone Alm Andreassen, Eric Breit and Sveinung Legard
*The making of ‘professional amateurs’: How movement organizations shape and are shaped by government collaboration*
Marek Hudon and Céline Louche
Transforming social enterprises: The case of Kenyan and Vietnamese microfinance institutions

Session VI
Location C501 – Casa Academica

Saturday, July 7, 2012, 09:00–10:30

As the World Turns
Chair: Michael Power
Discussant: Julie Battilana

Danielle Logue
Creating social finance markets: The translation of naturalizing analogies

Cristina Besio and Uli Meyer
NPOs’ responses to the heterogeneous rationality of modernity

Patricia Bromley and John Meyer
The worldwide expansion of “Organization”

Raimund Hasse and Georg Krücken
Competition and actorhood in the non-profit and public sector: A neo-institutional agenda

Session VII
Location C501 – Casa Academica

Saturday, July 7, 2012, 11:00–12:30

Lessons and Directions
Chair: Walter W. Powell

Panelists: Alnoor Ebrahim, Joseph Galaskiewicz, Emily Barman and Michael Power
SELF-REINFORCING PROCESSES IN ORGANIZATIONS, NETWORKS AND PROFESSIONS

Convenors
Jörg Sydow, Dept. of Management, Freie Universität Berlin, Germany; joerg.sydow@fu-berlin.de
Amalya L. Oliver, Dept. of Sociology and Anthropology, Hebrew University, Jerusalem, Israel; amalyao@cc.huji.ac.il
Georg Schreyögg, Freie Universität Berlin, Germany; georg.schreyoegg@fu-berlin.de

Session I Thursday, July 5, 2012, 09:00–10:30
Location E-122 – Arkadia

Introduction and Theoretical Issues
Chair: Amalya L. Oliver

Georg Schreyögg and Jörg Sydow
The power of self-reinforcing processes in and among organizations: Introduction

John L. Kmetz
Self-reinforcement and negative entropy: The black hole of business-school research
Discussant: Zied Guedri

Tim Brady and Harvey Maylor
The non-adoption of best/accepted/promising practices: Towards a theory of complicity
Discussant: John Child
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| **Stabilizing Processes in Organizations**  
Chair: Georg Schreyögg |
| **Martin Löwstedt and Christine Räisänen**  
*Bringing on-site identities into the boardroom: A self-reinforcing mechanism in construction*  
Discussant: Heeeun Jang |
| **Mantas Vilkas**  
*Multidimensional model of routines’ embeddedness*  
Discussant: Jörg Funder |
| **Ola Bergström and Andreas Diedrich**  
*When corporations become too socially responsible*  
Discussant: Patrick Haack |

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| **Transcending Boundaries**  
Chair: Jörg Sydow |
| **Jean-Denis Culié and Annick Valette**  
*Self-reinforcing processes between clusters and careers. A career script approach*  
Discussant: Florian Zock |
| **Rouslan Koumakhov**  
*Organizational and professional identifications: Self-reinforcement and conformity*  
Discussant: Amalya L. Oliver |
Session IV
Location E-122 – Arkadia

Stabilizing Processes beyond Organizations
Chair: Amalya L. Oliver

Zied Guedri and Christophe Roux-Dufort
Conservatism and inertia in the U.S. motion picture industry: An examination of self-reinforcing drivers
Discussant: Tim Brady

Xuanwei Cao
Path convergence vs. path divergence: An institutional entrepreneur perspective on regional development
Discussant: Martin Löwstedt

Session V
Location E-122 – Arkadia

Organizational Learning
Chair: Georg Schreyögg

Pushyarag Puthusserry, John Child and Suzana Rodrigues
Development of learning capabilities among internationalizing British and Indian partner SMEs
Discussant: Ola Bergström

Florian Zock and Suleika Bort
Effects of business model design and internationalization on new venture survival: An organizational learning perspective
Discussant: Christophe Roux-Dufort

Saeed Khanagha, Henk Volberda, Jatinder Sidhu and Ilan Oshri
Organizational learning via innovation in routines – Adoption of the cloud computing technology in Ericsson AB
Discussant: Eeva-Lotta Apajalahti
Session VI

Location
Saturday, July 7, 2012, 09:00–10:30
E-122 – Arkadia

Destabilizing Processes
Chair: Amalya L. Oliver

Heeeun Jang
*Identity change and organizational learning*
Discussant: Rouslan Koumakhov

Jörg Funder
*Breaking the code – Stability and change within routines and its impact for strategy formation*
Discussant: Saeed Khanagha

Eeva-Lotta Apajalahti and Raimo Lovio
*‘Destabilisation’ of self-reinforcing mechanisms – The case of carbon lock-in in a large energy company*
Discussant: Henk Volberda

Session VII

Location
Saturday, July 7, 2012, 11:00–12:30
E-122 – Arkadia

Not the End
Chair: Jörg Sydow

Patrick Haack, Dirk Martignoni and Dennis Schoeneborn
*Is organizational hypocrisy merely a transitory phenomenon? On the self-reinforcing destabilization of decoupling*
Discussant: Jean-Denis Culié

Henk W. Volberda, Frans A.J. Van den Bosch and Ignacio G. Vaccaro
*Self-managing teams as management innovation: A longitudinal case-study at Royal DSM (2001–2010)*
Discussant: Mantas Vilkas

Amalya L. Oliver
*Conclusions and Directions*
NEW FORMS OF ORGANIZATIONAL ETHNOGRAPHY

Convenors
Linda Rouleau, Dept. of Management, HEC Montréal, Canada; linda.rouleau@hec.ca
Mark de Rond, Judge Business School, Cambridge University, UK; mejd3@cam.ac.uk
Geneviève Musca, Université Paris Ouest Nanterre La Défense, France; gmusca@u-paris10.fr

Session I
Location
Thursday, July 5, 2012, 09:00–10:30
C502 – Casa Academica

New Territory: Rethinking Organizational Ethnography
Chair: Mark de Rond

Michael Smets, Gary Burke, Paula Jarzabkowski and Paul A. Spee
Charting new territory for organizational ethnography: Insights from a team-based video ethnography of reinsurance trading in Lloyd’s of London

Pascal Lièvre and Géraldine Rix-Lièvre
Towards a constructivist and practice-oriented organizational ethnography

Deniz Tunçalp
The relationship between the observer and the observed: Revisiting reflexivity with transference and countertransference

Session II
Location
Thursday, July 5, 2012, 11:00–12:30
C502 – Casa Academica

Moves like Jagger: Ethnography and Creativity
Chair: Damian O’Doherty

Rachel Beaujolin-Bellet, Natalia Bobadilla, Stéphane Debenedetti, Philippe Mairesse, Damien Mourey, Véronique Perret, François Pichault, Géraldine Schmidt and Virginie Xhauffair
An art-based, collective and dialogic ethnographic method – Unveiling corporate restructuring practices
Nada Endrissat and Claus Noppeney
Creative work and organizational ethnography. Tales from the field of artistic perfumery

Suvi Satama and Juha Laurila
Involved ethnography in the study of embodied agency: Capturing movement that evades the eye

Session III
Thursday, July 5, 2012, 14:00–15:30
C502 – Casa Academica

Gates of Babylon: Multi-Perspective, Multi-Site Ethnographies
Chair: Michael Smets

Mette Apollo Rasmussen and Maria Bossé Conradsen
Ethnographic voice memo narratives

Laura Galuppo, Giuseppe Scaratti and Mara Gorli
A collaborative tour into innovation: A multi-perspective and multi-site ethnography of the start up of a new organization

Natalia Aguilar Delgado and Luciano Barin Cruz
Examining strategic practices in pluralistic settings: A multi-event approach to ethnography

Session IV
Friday, July 6, 2012, 09:00–10:30
C502 – Casa Academica

Virtual Reality: Beyond the Obvious
Chair: Mark Egan

Patrick Lê
Tales of virtual worlds: Online ethnography and practice theory

Didier Demazière, François Horn and Marc Zune
The organizational ethnography of virtual communities: Field insertion and the evolving research relationship

Guilherme Azevedo
Ethnography and the study of ‘post-Western’ global corporate cultures
Session V
Location C502 – Casa Academica

Lost in Translation: New Methods for Field Studies on the Move
Chair: Geneviève Musca

Christian J. Schmid
*Ethnographic gameness: Reflections about (extra-)methodological issues in research on outlaw motorcycle clubs*

Damian O’Doherty
*No man’s land: Bordering practices at Westwich International Airport*

Anni Borzeix and Nathalie Raulet-Croset
*“On the move” and “walking with”*

Session VI
Location C502 – Casa Academica

The Sound of Silence: Voice and Photography in Ethnography
Chair: Laura Galuppo

Anne Smith
*Photographic methods and organizational field research: Ideas and insights from three ongoing studies*

Tanja Vilén
*Continuous negotiation of access in organizational ethnography: Examining the relational practice of fieldwork*

David Kirsch, Anastasiya Zavyalova and Violina Rindova
*Confidentiality as a means to dialogue: Effects of a boundary object on qualitative organizational research*
Can’t Fight this Feeling: Ethnography and Emotion  
Chair: Linda Rouleau

Mark Egan  
*Engineering affect: Interplays of ethnographic practices*

Daniel Siekhaus  
*Ethnography is the discovery of emotional worlds*

Linda Tallberg, Peter Jordan and Maree Boyle  
*The “green mile”: Crystallisation ethnography in an emotive context*
ADVANCING CONFIGURATIONAL THEORY AND METHODS IN ORGANIZATION STUDIES

CONVENORS
Bart Cambré, Antwerp Management School, Belgium; bart.cambre@ams.ac.be
Peer C. Fiss, Marshall School of Business, University of Southern California, USA; fiss@marshall.usc.edu
Axel Marx, Katholieke Universiteit (KU) Leuven, Belgium; axel.marx@ggs.kuleuven.be

Session I Thursday, July 5, 2012, 09:00–10:30
Location A-308 – Aalto School of Economics

Introduction and Getting Started: Conceptual Issues
Chair: Peer C. Fiss
Discussant: Dmitry Sharapov

Michel Lander
Organization design as foundation for comparative organizational analysis

Arnaldo Camuffo and Miriam Wilhelm
Evolution towards temporary mis-fit: A longitudinal analysis of the Toyota Motor Company

Session II Thursday, July 5, 2012, 11:00–12:30
Location A-308 – Aalto School of Economics

Small-N Approaches
Chair: Axel Marx
Discussant: Santi Furnari

Ruth V. Aguilera and Ilir Haxhi
The cross-national diversity of codes: An actor-centered institutional perspective
Sunyoung Lee, Donal Crilly and Michael Barnett  
*Copy loosely: Transferring social practices across national borders*

Pushpika Vishwanathan, Hans van Oosterhout and Lucas Meijs  
*Governance without ownership: A qualitative study of the corporate governance challenges and practices of philanthropic organizations*

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**Session III**  
**Thursday, July 5, 2012, 14:00–15:30**  
**Location A-308 – Aalto School of Economics**

**A Different Configurational Approach**  
Chair: Bart Cambré  
Discussant: Arnaldo Camuffo

**Moritz Loock**  
*Timing and rhythm of organizations: A musicology perspective on configurations*

**Stefan Kirchner and Jürgen Beyer**  
*How many configurations designed for innovation? Heterogeneity of organizational forms within the German institutional framework*

**Christian Thuesen**  
*Understanding the modularity of socio-technical production systems*

**Branka Krivokapic-Skoko and John Fairweather**  
*From crisp to fuzzy-sets QCA in exploring causal configurations: Some examples from the New Zealand context*

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**Session IV**  
**Friday, July 6, 2012, 09:00–10:30**  
**Location A-308 – Aalto School of Economics**

**Large-N Applications I**  
Chair: Peer C. Fiss  
Discussant: Helena Yli-Renko

**Krishna Balodi and Shubhabrata Basu**  
*Explicating performance of young high technology firms using configuration approach*
Antti Vassinen and Henrikki Tikkanen  
_Fuzzy-set qualitative comparative analysis (FS/QCA) of performance data for marketing management decision support_

Maryse M.H. Chappin, Bart Cambré and Patrick A.M. Vermeulen  
_Organizations, institutions and fuzzy set conditions for practice internalization: The case of sustainable forestry management_

**Session V**  
**Location**  
Friday, July 6, 2012, 11:00–12:30  
A-308 – Aalto School of Economics

**Large-N Applications II**  
Chair: Bart Cambré  
Discussant: Ruth V. Aguilera

Ruud T. Frambach, Peer C. Fiss and Paul T.M. Ingenbleek  
_Toward understanding high performance configurations of orientations, strategies, and environments: A fuzzy set approach_

Tomislav Rimac  
_Leasting social ventures resources and capabilities configurations with ventures impact on public policy_

Helena Yli-Renko, Gregorio Martín-de Castro, Miriam Delgado-Verde and José Emilio Navas-López  
_The effects of intellectual capital on radical and incremental product innovation: A configurational approach_

**Session VI**  
**Location**  
Saturday, July 7, 2012, 09:00–10:30  
A-308 – Aalto School of Economics

**Configurational Approaches in Mixed Method Designs**  
Chair: Axel Marx  
Discussant: Donal Crilly

Dmitry Sharapov  
_Qualitative comparative analysis (QCA) and lattice-theoretic approaches to the analysis of organizational configurations: Complements or substitutes?_
Patrick Panitz and Michael Potstada
Forging high-technology: Organizational configurations of organic electronics in seven countries

Guiseppe Soda and Santi Furnari
Exploring the topology of the plausible: fs/QCA counterfactual analysis and the plausible fit of unobserved organizational configurations

Session VII
Saturday, July 7, 2012, 11:00–12:30
A-308 – Aalto School of Economics

Group Discussion
Chair: Peer C. Fiss, Bart Cambré and Axel Marx
Organizations as Phenomena of Language Use: Interconnecting Discourse and Communication

Convenors
Joep Cornelissen, VU University Amsterdam, The Netherlands; j.p.cornelissen@vu.nl
Timothy R. Kuhn, University of Colorado at Boulder, USA; tim.kuhn@colorado.edu
Dennis Schoeneborn, University of Zurich, Switzerland; dennis.schoeneborn@uzh.ch

Session I
Thursday, July 5, 2012, 09:00–10:30
Location A-305 – Aalto School of Economics

Fundamentals
Chair: Dennis Schoeneborn
Discussant: Daniel Geiger

Opening & introduction

Paul A. Spee, David Grant, Richard Hall and Christopher Wright
Language-based approaches getting to grips with ‘organization’

Ryan Bisel and Joann Keyton
The paradoxical roles of communication in successful activity coordination

Session II
Thursday, July 5, 2012, 11:00–12:30
Location A-305 – Aalto School of Economics

Parallel Stream A
New Ventures
Chair: Joep Cornelissen
Discussant: Lianne Lefsrud

Ruben van Werven and Onno Bouwmeester
Resource acquisition by new venture founders: Communicating a legitimate identity
Annaleena Parhankangas and Michael Ehrlich  
*If you don’t have anything nice to say, don’t say anything at all: How blasting the competition affects your chances of raising business angel funding*

Jean Clarke and Mark Healey  
*The language and body language of entrepreneurs: How verbal and non-verbal metaphors are used to persuade investors to fund new ventures*

**Location**  
A-153 – Aalto School of Economics

**Parallel Stream B**  
**Multiple Voices**  
Chair: Tim Kuhn  
Discussant: Paul A. Spee

David Boje and Usha Haley  
*Language use at McDonald’s Corporation: Using narratives and stories to explain global expansion*

Hannah Trittin  
*“Too white, too German, too male” – Reconstructing diversity as polyphony*

Gabriele Fassauer  
*Exploring the moral side of communication as organization: Contributions from Honneth’s notion of the “struggle for recognition”*

**Session III Location**  
Thursday, July 5, 2012, 14:00–15:30  
A-305 – Aalto School of Economics

**Routines, Memory & Textuality**  
Chair: Tim Kuhn  
Discussant: Ursula Plesner

Daniel Geiger and Anja Schröder  
*Routines as text and conversation: Toward a semantic understanding of organizational routines*

Felix Langenmayr  
*The organizational memory function: A communication-based perspective on organizational memory*
Anne Mayère and Consuelo Vasquez

*Stiffening and bypassing the organizational text: The case of Electronic Patient Healthcare Records*

**Session IV**
Friday, July 6, 2012, 09:00–10:30
A-305 – Aalto School of Economics

**Identity**
Chair: Joep Cornelissen
Discussant: Friederike Schultz

Mona Moufahim, Patrick Reedy and Michael Humphreys

*Looking between the levels: An analysis of the rhetorical strategies underlying the construction of a collective identity and what it tells us about the politics of organizational identity*

Arjan Kozica, Christian Gebhardt, Stephan Kaiser and Gordon Müller-Seitz

*Wikipedia’s bureaucratic nightmare: Contradictions and consistency in Wikipedia’s organizational identity*

Oana Albu

*Transparency in co-operatives, a daily paradox. A communicative approach to organizational transparency*

**Session V**
Friday, July 6, 2012, 11:00–12:30
A-305 – Aalto School of Economics

**Responsibility & Legitimacy**
Chair: Dennis Schoeneborn
Discussant: Amanda Porter

Friederike Schultz, Itziar Castelló and Mette Morsing

*The communicative construction of corporate social responsibility in network societies: A mediation perspective*

Lianne Lefsrud, Heather Graves and Nelson Phillips

*Dirty oil, snake oil: Categorical illegitimacy of Alberta’s oil sands*

Ilona Hellsten

*Social avalanches as moments of drastic reorganization*
Session VI  
Location  
Saturday, July 7, 2012, 09:00–10:30  
A-305 – Aalto School of Economics  

Strategic Communication & Design  
Chair: Joep Cornelissen  
Discussant: Jean Clarke  

J. Dwight Anderson and Mark Aakhus  
*The work of association management as communication design practice: An investigation of managing-as-designing*  

Ursula Plesner  
*Innovations in the making and strategic communication: how virtual worlds are brought into being in discursive/material practices*  

Judy Motion, Shirley Leitch, Sally Davenport and Elizabeth Merlot  
*Symbolic capital, innovation and productivity: Changing the discourse, communication and meanings*  

Session VII  
Location  
Saturday, July 7, 2012, 11:00–12:30  
A-305 – Aalto School of Economics  

Interorganizational Contexts  
Chair: Tim Kuhn  
Discussant: Arjan Kozica  

Marlene Marchiori and Patrice M. Buzzanell  
*Communities of interaction: A Brazilian NGO sustainability case study*  

Amanda Porter  
*A disorganization approach to theorizing the communicative confluence of organizations*  

*Final discussion*, moderated by Dennis Schoeneborn
# Luck of the Draw – Design or Serendipity, Accident and Change?

**Convenors**  
Yiannis Gabriel, School of Management, University of Bath, UK; y.gabriel@bath.ac.uk  
Stephen Linstead, University of York, UK; sl519@york.ac.uk  
Sara Louise Muhr, University of Lund, Sweden; saralouisemuhr@gmail.com

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<th>Session I</th>
<th>Thursday, July 5, 2012, 09:00–10:30</th>
<th>Location: G-106 – Chydenia</th>
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<tr>
<td>Chair: Yiannis Gabriel</td>
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| Tony Huzzard, Stephan Schaefer and Carys Egan-Wyer  
*Serendipity as capability – Exploring the role of (non) leadership*  
Discussants: Adriana Wilner, Mário Aquino Alves, Tânia Pereira Christopoulos and Paulo Vaz Guimarães | | |
| Michela Betta  
*Organizational sovereignty, serendipity and moral luck*  
Discussants: Martin Wood and Damian Ruth | | |

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<th>Session II</th>
<th>Thursday, July 5, 2012, 11:00–12:30</th>
<th>Location: G-106 – Chydenia</th>
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<td>Chair: Sara Louise Muhr</td>
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| Ishan Jalan, Shuchi Sinha and Eda Ulus  
*Narratives of misfortune, chance and luck in organizational life: Stories of success and failure*  
Discussants: Stefanie Reissner and Victoria Pagan | | |
| Adriana Wilner, Mário Aquino Alves, Tânia Pereira Christopoulos and Paulo Vaz Guimarães  
*The death of Steve Jobs: How media design fortune from misfortune*  
Discussants: Massimo Garbuio and Ilaria Mazzoleni | | |
Session III Thursday, July 5, 2012, 14:00–15:30
G-106 – Chydenia

Chair: Stephen Linstead

Scott Taylor and Kathleen Riach
Burnt out and blown out: The spoiled roots of aspirational identity construction in organizations
Discussant: Michal Izak

Eleni Lamprou
Revisiting organizational becoming: Exploring the randomness of organizational practice
Discussant: Michela Betta

Session IV Friday, July 6, 2012, 09:00–10:30
G-106 – Chydenia

Chair: Sara Louise Muhr

Stefanie Reissner and Victoria Pagan
Managerial storytelling: Skill, art and luck?
Discussants: Raghu Garud and Antonio Giuliani

Monika Müller
The various meanings of identification
Discussants: Varda Wasserman, Hagit Zimroni and Carolin Aronis

Session V Friday, July 6, 2012, 11:00–12:30
G-106 – Chydenia

Chair: Yiannis Gabriel

Philippe Mouricou and Lionel Garreau
Strategizing through visual representations: Sensemaking practices at work in a real estate project
Discussant: Monika Müller
Michal Izak  
*The unmanaged, the foolish and the spiritual – Space for luck and serendipity in organization*  
Discussants: Renata Andreoni Barboza, Eduardo André Teixeira Ayrosa and Rogério Ramalho da Silva

**Session VI**  
Saturday, July 7, 2012, 09:00–10:30  
G-106 – Chydenia

Chair: Sara Louise Muhr

**Varda Wasserman, Hagit Zimroni and Carolin Aronis**  
*In-between the organizational corridors – A spatial perspective on the “unmanageable”*  
Discussants: Ishan Jalan, Shuchi Sinha and Eda Ulus

Renata Andreoni Barboza, Eduardo André Teixeira Ayrosa and Rogério Ramalho da Silva  
*The management of social identity among Toy Art consumers*  
Discussants: Philippe Mouricou and Lionel Garreau

Massimo Garbuio and Ilaria Mazzoleni  
*Thinking about design: Bio-inspired design for the 21st century*  
Discussants: Kathleen Riach and Scott Taylor

**Session VII**  
Saturday, July 7, 2012, 11:00–12:30  
G-106 – Chydenia

Chair: Stephen Linstead

**Raghu Garud and Antonio Giuliani**  
*A narrative approach to entrepreneurial discovery and creation*  
Discussant: Eleni Lamprou

**Martin Wood and Damian Ruth**  
*The art and design of problems*  
Discussants: Tony Huzzard, Stephan Schaefer and Carys Egan-Wyer
EXPLORING THE PARADOXES OF ORGANIZATIONS AND ORGANIZING

CONVENORS
Wendy K. Smith, University of Delaware, USA; smithw@udel.edu
Constantine Andriopoulos, Cardiff Business School, UK; andriopoulasc@cardiff.ac.uk
Marianne W. Lewis, College of Business, University of Cincinnati, USA; marianne.lewis@uc.edu

Session I
Thursday, July 5, 2012, 09:00–10:30
A309 – Hanken School of Economics

Group Discussion: Paradox Research – Leveraging Existing Understandings and Seeding New Possibilities
Chair: Wendy K. Smith, Costas Andriopoulos and Marianne W. Lewis

Session II
Thursday, July 5, 2012, 11:00–12:30
A309 – Hanken School of Economics

Multiple Methods to Explore Paradox
Chair: Ella Miron-Spektor

Valérie Michaud
Documents as an entry point to study organizational tensions: A methodological proposition

Costas Andriopoulos, Marianne W. Lewis and Wendy K. Smith
Empirically exploring paradox

Maja Lotz
Exploring the managerial paradoxes of post-bureaucratic organizational forms
**Session III**  Thursday, July 5, 2012, 14:00–15:30

- **Round Table** –

  **Location** A308 – Hanken School of Economics

  **Round Table A**  **Paradoxes of Learning**  
  Chair: Matthew Sheep

  **Thomas Sewerin and Robert Holmberg**  
  *Making room for paradoxes at the university A study of leaders’ use of a sense making device*

  **Mathew Sheep, Gail Fairhurst and Shal Khazanchi**  
  *Making sense of creativity tensions: Knots, wickedness, and spiral death*

  **Frédéric Garcias, Cédric Dalmasso and Jean-Claude Sardas**  
  *Exploring the various meanings of the “learning/performing paradox”. A case study in an R&D department*

  **Cyrine Ben-Hafaïedh**  
  *The strategic and the sociopsychological approaches to new venture team formation: Exploring the paradox*

  **Location** A309 – Hanken School of Economics

  **Round Table B**  **Paradoxes of Stakeholder Management**  
  Chair: Amy Ingram

  **Sari Rissanen and Anneli Hujala**  
  *‘Designing wellbeing’ and other paradoxes of elderly care management*

  **Noora Jansson**  
  *Underlying tensions in organizational change: Design paradox*

  **Love Börjeson**  
  *Managing interorganizational relationships with trust – Cooperation, dilemma and betrayal*

  **Mary N. Ashby**  
  *Working with paradox in the organising of corporate sustainability*
Location A403 – Hanken School of Economics

Round
Table C

Theoretical Approaches to Paradox
Chair: Michael Gonin

Shazia Karmali
Managing paradox, mediating threat-rigidity

Risto Säntti
Paradoxical tensions in human resource management

Randy Shoai and Miikka Lehtonen
Dialectical thinking in organizational design: Lessons from Chinese philosophy

Michael Gonin
Toward a comprehensive conceptualization of business organizations and their members from a sensemaking perspective. Lessons learned from Picasso’s cubism

Location D215 – Hanken School of Economics

Round
Table D

Paradoxes of Design and Innovation
Chair: Tea Lempiälä

Fiona Sutherland and Aaron Smith
Paradox and the innovation-control duality in organizational change

Corinne Grenier
Paradoxes and new organizational design: An institutional logics analysis

Sabine Pfeiffer, Stefan Sauer and Daniela Wühr
Designing the design process: Exploring organizational paradoxes of scrum and stage-gate

Tea Lempiälä and Outi Vanharanta
The paradox of ambiguity and clarity in innovation management
Table E: Paradoxes of Exploration and Exploitation
Chair: Sebastian Fourné

Angeliki Papachroni and Loizos Heracleous
Exploring tensions of exploration and exploitation at multiple levels of analysis: An empirical research

Mariano L.M. Heyden, Jatinder S. Sidhu and Henk W. Volberda
Multilevel managerial influences on organizational ambidexterity: Investigating the interactions between top management team and middle management heterogeneity

Richard J. Badham
Doctors on top. The deep play of paradox in patient-centred health care

Constantine Andriopoulos, Marianne W. Lewis and Wendy K. Smith
Strategic agility as managing paradox

Session IV: Friday, July 6, 2012, 09:00–10:30
Location A309 – Hanken School of Economics

Paradoxes of Innovation and Change
Chair: Manto Gotsi

Sebastian Fourné, Justin Jansen and Tom Mom
Reconciliation and mastery of middle managers’ role conflicts: Individual level absorptive capacity and the moderating effects of social capital

Ella Miron-Spektor, Francesca Gino and Linda Argote
Fostering ambidexterity through paradoxical frames: A multilevel perspective

Ronit Kark, Ella Miron-Spektor, Roni Gorsky and Anat Kaplun
Two roads diverge in a yellow wood: The effect of exploration and exploitation on creativity and leadership development
Session V  
Location: A309 – Hanken School of Economics  
**Paradoxes of Identity**  
Chair: Ina Ehnert

Karen MacMillan, Meredith J. Woodwark and Matt Wong  
*Unity through differentiation: Exploring a paradox of belonging*

Camille Pradies, Nada Endrissat and Claus Noppeney  
*When paradoxical tensions are not felt: A case of identity co-construction of artists in an organization*

Manto Gotsi, Constantine Andriopoulos and Laurent Muzellec  
*Corporate rebranding as managing paradox*

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Session VI  
Location: A309 – Hanken School of Economics  
**Paradoxes of Management**  
Chair: Valérie Michaud

Ina Ehnert and Julia Brandl  
*Paradoxes in HRM: Mapping tensions and exploring ‘Design?!’ options*

Amy Ingram  
*Family firm innovation: Pervasive tensions and paradoxical mindsets*

Robin Gustafsson and Sirkka Jarvenpaa  
*Paradoxes and tensions of competition and collaboration in the organizing for open innovation networks leading mature industrial field’s renewal*

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Session VII  
Location: A309 – Hanken School of Economics  
**Group Discussion: Working Through Paradox: Fostering Connections, Energizing Next Steps, and Identifying Practical Implications**  
Chair: Wendy K. Smith, Marianne W. Lewis and Costas Andriopoulos

Jean Bartunek  
*The paradox of the academic-practitioner gap*
Revealing Processes of Design and Change: Organizations in Transforming Societies

Convenors
Anna Soulsby, Nottingham University Business School, UK; anna.soulsby@nottingham.ac.uk
Rebecca Piekkari, School of Economics, Aalto University, Helsinki, Finland; rebecca.piekkari@aalto.fi
Rainhart Lang, Chemnitz University of Technology, Germany; r.lang@wirtschaft.tu-chemnitz.de

Session I Thursday, July 5, 2012, 09:00–10:30
Location E-014 – Arkadia

Concepts of ‘Management’, Entrepreneurship and the Fear of Failure
Chair: Graham Hollinshead

Rainhart Lang and Irma Rybnikova
The meaning of management in CEE countries

Sven M. Laudien and Jörg Freiling
The shadow of new venture failure on transforming societies

Session II Thursday, July 5, 2012, 11:00–12:30
Location E-014 – Arkadia

Patterns of Governance, Ownership and Organizational Fragmentation
Chair: Irma Rybnikova

Thomas Steger
Überholen ohne einzuholen? Similarities and differences between SME supervisory boards in East and West Germany

Laszlo Czaban
Hungarian firms in 21 years of transition

Anna Soulsby and Ed Clark
Processes of organisational disintegration and the survival of fragments of organisational identity and capacity
### Session III

**Location**
E-014 – Arkadia

**Organizational Structures and Capabilities in Transforming Societies**
Chair: Rebecca Piekkari

*Lovorka Galetic, Ana Aleksic and Maja Klindzic*
*Modern aspects of organizational design in Croatian companies: an empirical study*

*Sarunas Nedzinskas, Asta Punziena, Solveiga Buozute-Rafanaviciene and Margarita Pilkiene*
*Dynamic capabilities and organizational inertia interaction in volatile environment*

### Session IV

**Location**
E-014 – Arkadia

**Organizational Designs, Alliances and Diffusion of Practices**
Chair: Thomas Steger

*Ljiljana Kontic*
*Redesigning the organization: A study from Serbian petrochemical company*

*Simon Oertel, Kirsten Thommes and Peter Walgenbach*
*When consulting employees – A view from the business systems literature*

### Session V

**Location**
E-014 – Arkadia

**Employee Participation, National Cultures and the Quality of Work Life**
Chair: Anna Soulsby

*Irma Rybnikova*
*Pre-designed participation? Patterns of participation in Lithuanian and German fairy tales*
Abhishek Totawar and Ranjeet Nambudiri
Organizational justice, job satisfaction and organizational commitment: The mediation of quality of work life and psychological capital

Session VI
Saturday, July 7, 2012, 09:00–10:30
E-014 – Arkadia

Empowerment, Managerial Control, and Learning from Transforming Societies
Chair: Rainhart Lang

Tim G. Andrews and John A.A. Sillince
A process model of multiple empowerment adoption patterns and heterogeneity at the MNE subsidiary level

Xinhua Wittmann and Lien Dinh Thi Ngoc
Managerial control in China and Vietnam: A comparative study

Graham Hollinshead and Francesca Gagliardi
Innovation and change in a socialist-market organizational context, the case of pharmaceutical R&D in China

Session VII
Saturday, July 7, 2012, 11:00–12:30
E-014 – Arkadia

The Establishment of Trust and Processes of Innovation
Chair: Lovorka Galetic

Claudia Bitencourt and Gabriela Mendel
Establishing trust in multicultural environments: An analysis based on competencies and cultural intelligence

Thamires Augusta Neves Evangelista and Conceiçao Aparecida Pereira Barbosa
Innovation in the development of business models in frozen yogurt franchises
Risks of Organizing and Organizing of Risks

Convenors
Steve Maguire, Desautels Faculty of Management, McGill University, Montreal, Canada; steve.maguire@mcgill.ca
Nelson Phillips, Imperial College, London, UK; n.phillips@imperial.ac.uk

Session I
Thursday, July 5, 2012, 09:00–10:30
A304 – Hanken School of Economics

Technological Risks
Chair: Nelson Phillips

Hannu Hänninen and Sari Yli-Kauhaluoma
In our backyard: Strategic framing of nuclear waste repository

Cynthia Hardy and Steve Maguire
Organizing processes and the construction of risk: A discursive approach

Session II
Thursday, July 5, 2012, 11:00–12:30
A304 – Hanken School of Economics

Organizational Risks
Chair: Gregory Vit

Francesco Lurati and Simone Mariconda
Corporate reputation robustness: Expanding reputation management through a better understanding of reputational risk

Hooman Attar
The risk renaissance: A critical review of risk and risk management

Ajeet N. Mathur
Design or discovery? The “humpty-dumpty”risk in strategies of cross-border value chain organising
### Session III

**Location** A304 – Hanken School of Economics

**Health Risks**

Chair: Chris Wright

**Georg Schreyögg and Simone M. Ostermann**

*Managing uncertainty in Intensive Care Units – Exploring formal and informal coping practices in a university hospital*

**Olivier Berthod, Gordon Müller-Seitz and Jörg Sydow**

*Out of nowhere? Interorganizational assemblages as answer to a food-borne disease outbreak*

**Gervaise Debucquet and Céline Legrand**

*Lessons of food-related risks management in France based on four case studies: from “omerta” to a proactive strategy involving stakeholders*

### Session IV

**Location** A304 – Hanken School of Economics

**Climate Risks**

Chair: Céline Legrand

**Timo Busch and Georg Weinhofer**

*Organizing of climate risks: Uncertain climate conditions, organizational adaptation, and corporate risk management*

**Christopher Wright, Daniel Nyberg, David Grant, Richard Dunford and Maurizio Floris**

*Managing the risks of climate change: Justifying the past, marketing the present and colonizing the future*

**Maja Rotter**

*Making sense of climate risks – Organizational response to climate change impacts*
Session V  
Friday, July 6, 2012, 11:00–12:30  
- Parallel Stream -  

Location  
A304 – Hanken School of Economics  

Parallel Stream A  
Risk Management  
Chair: Nelson Phillips  

Kim Soin, Ingerid Sorgaard and Sharon Wheatley  
*The risks of risk management in higher education: An action nets perspective*  

Anja Schröder and Daniel Geiger  
*Organizing and managing risk: The role of routines in hot situations*  

Fenn Faber and Wee-Kiat Lim  
*Hiding in plain sight: Revealing institutions and institutionalization through neoinstitutionalism in organizational risk research*  

Location  
A403 – Hanken School of Economics  

Parallel Stream B  
Risk Regulation  
Chair: Steve Maguire  

Julien Etienne  
*The strategic misappropriation of risk regulation in the workplace: Worker involvement in the reporting of industrial accidents to regulatory authorities in France and the UK*  

Thibault Daudigeos, Amélie Boutinot and Stéphane Jaumier  
*Bio-power and enterprises in late modernity: Lessons from 100 years of evolution in the governing of workplace safety*  

Michela Marchiori, Valentina Albano and Francesco Maria Barbini  
*Risk management to protect safety? Evidences from Italian regulation*
Session VI
Location A304 – Hanken School of Economics

**Financial Risks**
Chair: Kim Soin

**Gregory Vit**  
*Explaining the over-ride of risk management by social logics in financial organizations*

**Christian Huber and Tobias Scheytt**  
*Risk management after the financial crisis*

**Margaret Woods and Tommaso Palermo**  
*In search of institutional explanations for risk management failures: A case study approach*

Session VII
Location A304 – Hanken School of Economics

**Ecosystem Risks**
Chair: Steve Maguire

**Martina Linnenluecke and Andrew Griffiths**  
*The 2009 Victorian bushfires: A multi-level perspective on organizational risk and resilience*

**Nicholas de Weydenthal and Dean Pierides**  
*Singularizing risk discursively and materially in emergency management*

**Jean-Christophe Vandevelde**  
*Organizations as a risk for biodiversity or biodiversity as a risk for organizations? The ambiguities of biodiversity impact assessment methods*
DESIGNING CULTURALLY SUSTAINABLE ORGANIZATIONS

CONVENORS
Sonja Sackmann, University Bw Munich, Germany; sonja.sackmann@unibw.de
Margaret Phillips, Pepperdine University, Malibu, USA; margaret.phillips@pepperdine.edu
Ann Feyerherm, Pepperdine University, Malibu, USA; ann.feyerherm@pepperdine.edu

Session I
Thursday, July 5, 2012, 09:00–10:30
Location A-201 – Aalto School of Economics

Opening & Framing of the Sub-theme
Chair: Sonja Sackmann and Ann Feyerherm

Sonja Sackmann and Margaret Phillips
Managing organizations within the nexus of sustainability: The new managerial mindset

Margaret Phillips, Ann Feyerherm, Terri Egan and Colette Frayne
How to build a greener organization

Session II
Thursday, July 5, 2012, 11:00–12:30
Location A-201 – Aalto School of Economics

Umbrella Papers
Chair: Sonja Sackmann and Ann Feyerherm

Tore Hillestad
Implementing the ambidextrous organization: Developing change capacity through adaptive, diverse, and supportive organizational cultures

Shaista Khilji, Jeff Mike and Smita Kumar
Designing sustainable organizations through self-organization, co-evolution and emergence: Adopting a complex adaptive systems approach
Badri Zolfaghari  
*The effect of trust on social sustainability in the context of multi-national corporations*

**Session III**  
Thursday, July 5, 2012, 14:00–15:30  
– Round Table –

**Location**  
A-201 – Aalto School of Economics

**Round Table A**  
**Sensemaking and Communicating Sustainability**  
Chair: Ann Feyerherm

Brenden Kendall  
*Sustainability advocacy and lay theory: Metacommunication and sustainability-related organizational change*

Milena Mueller, Sourav Mukherji and Kunal Basu  
*Sensemaking and sensegiving in culturally sustainable organizations: A cross-national investigation*

Tiina Onkila and Marjo Siltaoja  
*Integration, differentiation or fragmentation? Organizational culture as a heuristic for organizational sustainability*

**Location**  
A-501 – Aalto School of Economics

**Round Table B**  
**Contextual Issues of Design**  
Chair: Sonja Sackmann

Chanida Jittaruttha  
*Organizational culture of Thai local government organizations: Key cultural characteristic and determinant factors on cultural-fit*

Matthias Fuchs, Christof Miska and Günter K. Stahl  
*Designing culturally sustainable organizations by exploring the determinants of unethical behavior in business: A case survey*

Elizabeth Topp and Katrina Rahn  
*Meaningful business model design? A process, tool, and plan for designing and building a culturally sustainable organization*
| Session IV | Location | Friday, July 6, 2012, 09:00–10:30  
| Location | A-201 – Aalto School of Economics |
| Field Session Activity | Chair: Collette Frayne |
| Meet at 8:00 at Café (to be announced) in Kauppatori Marketplace (coffee & pulla hosted by Maggi Phillips); presentation and discussion with local executives. |
| Session V | Location | Friday, July 6, 2012, 11:00–12:30  
| Location | A-201 – Aalto School of Economics |
| Leading Culturally Sustainable Organizations | Chair: Ann Feyerherm and Sonja Sackmann |
| Marta M. Elvira and Anabella Davila  
*Globalization and sustainable leadership* |
| Nancy Wallis and Maria Spindler  
*Global leadership development: Achieving organizational sustainability in uncertain times* |
| Session VI | Location | Saturday, July 7, 2012, 09:00–10:30  
| Location | A-201 – Aalto School of Economics |
| Cases of Sustainability | Chair: Sonja Sackmann and Ann Feyerherm |
| Oğuz N. Babüroğlu and Tunc T. Evcimen  
*6 D's of culturally sustainable organizations* |
| Mari Kira and Eija Korpelainen  
*Human sustainability in comfort and discomfort zones of work* |
| Anne Kok, Frank de Bakker and Peter Groenewegen  
*Redesigning CSR: How different subcultures within a bank affect the translation and institutionalisation of CSR* |
Marta Pinzone, Emanuele Lettieri, Abraham B. (Rami) Shani and Cristina Masella

Embedding sustainability in healthcare practices: The challenge of engaging the different professional sub-cultures in a hospital

Session VII
Location Saturday, July 7, 2012, 11:00–12:30
A-201 – Aalto School of Economics

Closing: Future Directions and Continuing Connections
Chair: Anne Feyerherm and Sonja Sackmann
PERFORMATIVITY BY DESIGN!? 

Convenors  
Jean-Pascal Gond, HEC Montréal, Canada;  
jean-pascal.gond@hec.ca
Kenneth Starkey, Nottingham University Business School, UK;  
kenneth.starkey@nottingham.ac.uk
Alex Wright, The Open University Business School, UK;  
a.d.wright@open.ac.uk

Session I  
Thursday, July 5, 2012, 09:00–10:30  
Location A-407 – Aalto School of Economics
Introduction and Cognitive Perspectives on Performativity  
Chair: Jean-Pascal Gond and Alex Wright
Tina Ladwig and Thomas Wrona  
The situatedness of strategic problem formulation  
Discussant: Fabrice Cavarretta
Fabrice Cavarretta and Nathan Furr  
Enterpreneurs’ grand theories of actions: exploring the epistemic properties of apex heuristics sets  
Discussants: Tina Ladwig and Thomas Wrona

Session II  
Thursday, July 5, 2012, 11:00–12:30  
Location A-407 – Aalto School of Economics
Designing Markets and Organizations for Performativity  
Chair: Bertrand Fauré
Mélodie Cartel, Franck Aggeri and Marine Agogue  
Enabling performativity in “skunk labs”: The untold story of the carbon markets design  
Discussant: Alison Kemper
Alison Kemper  
The diffusion of governance reforms through an actor network  
Discussants: Norman Crump and Yvonne Latham
Norman Crump and Yvonne Latham
The role of the ‘Manchester Triage System’ in the design and re-design of an accident and emergency department: Performativity, sociomateriality and organisational routines
Discussants: Mélodie Cartel, Franck Aggeri and Marine Agogue

Session III
Thursday, July 5, 2012, 14:00–15:30
A-407 – Aalto School of Economics

Narrative and Linguistic Views on Performativity
Chair: Laure Cabantous

Padraig McCarthy
Bankruptcy: Financial reality or performative act?
Discussant: Niels Dechow

Bertrand Fauré, Viviane Sergi and Consuelo Vásquez
The performative role of numbers in project organizing
Discussants: Padraig McCarthy, Chris O’Riordan and Ray Griffin

Niels Dechow
On the performativity and performance of balanced scorecards
Discussants: Bertrand Fauré, Viviane Sergi and Consuelo Vásquez

Session IV
Friday, July 6, 2012, 09:00–10:30
A-407 – Aalto School of Economics

Performativity Struggles
Chair: Alex Wright

Stephan M. Schaefer, Christopher Wickert and André Spicer
Counterperformativity, ignorance and the persistence of self-destructing theories
Discussants: Laure Cabantous, Samuel Sponem and Jean-Pascal Gond

Laure Cabantous, Jean-Pascal Gond and Samuel Sponem
Accounting as a site for performativity struggles: Financial economics performativity and accounting standardization
Discussant: Peter Watt
Peter Watt
‘Activating the power of myth’: Is criticism performative?
Discussants: Stephan M. Schaefer, Christopher Wickert and André Spicer

Session V
Location: A-407 – Aalto School of Economics
Friday, July 6, 2012, 11:00–12:30

Materializing Theory, Turning Theory into Practice
Chair: Olivia Kyriakidou

Emmanuel Coblence
Managing “regimes of meaning” at the Louvre: How art theories shape organizational and exhibition design
Discussants: Kajsa Lindberg and Petra Adolfsson

Luc Brès and Jean-Pascal Gond
Building markets for virtue, performing corporate social responsibility: On the roles of consultants and their tools
Discussant: Emmanuel Coblence

Kajsa Lindberg and Petra Adolfsson
Logics in practice: The role of pharmaceuticals at the grocery store
Discussants: Luc Brès and Jean-Pascal Gond

Session VI
Location: A-407 – Aalto School of Economics
Saturday, July 7, 2012, 09:30–10:30

Performativity as Managerialization and Ideology
Chair: Jean-Pascal Gond

Senia Kalfa and Lucy Taksa
Employability, managerialism, and performativity in higher education: A relational perspective
Discussants: Marie-Astrid Le Theule and Frédérique Dejean

Marie-Astrid Le Theule and Frédérique Dejean
Counter performativity in a publishing firm: “The language of figures” and “faceless numbers”
Discussants: Senia Kalfa and Lucy Taksa
Saturday, July 7, 2012, 11:00–12:30
A-407 – Aalto School of Economics

Performativity in Public Sector Contexts
Chair: Alex Wright and Jean-Pascal Gond

Fredrik Lavén
*When policy meets practice: Exploring performativity and translation in efforts of organizing innovation*
Discussants: Olivia Kyriakidou and Maria Andri

Olivia Kyriakidou and Maria Andri
*Understanding resistance in health care institutions – Employing Butler’s insights on performativity*
Discussant: Fredrik Lavén

Alex Wright and Jean-Pascal Gond
*Final Roundtable and discussion of future workshops on performativity*
DYNAMIC STATUS HIERARCHIES, CATEGORIZATION PROCESSES AND MARKETS

CONVENORS
François Collet, ESADE Business School, Spain; francois.collet@esade.edu
Déborah Philippe, University of Lausanne, Switzerland; Deborah.Philippe@unil.ch
Rodolphe Durand, HEC Paris, France; durand@hec.fr

Session I
Thursday, July 5, 2012, 09:00–10:30
A-310 – Aalto School of Economics

Status Attributions and Contests
Chair: François Collet, Déborah Philippe and Rodolphe Durand

Mikko Jääskeläinen and Hana Milanov
Hierarchical market allocation and positional rents

Charles Baden-Fuller, Khalid Errabi and Vincent Mangematin
Beyond academic production: Elite status and visibility

Noah Askin and Matthew Bothner
Peer effects in tournaments for status: evidence from U.S. colleges and universities

Session II
Thursday, July 5, 2012, 11:00–12:30
A-310 – Aalto School of Economics

Status Emergence and Dynamics
Chair: François Collet

Vanina Jasmine Torlo, Guido Conaldi and Alessandro Lomi
The network dynamics of status construction

David Zajtmann, Déborah Philippe and Alain Debenedetti
From distinction to integration: The role of professional associations in protecting the ‘Haute Couture’ label in the French fashion industry
Julien Jourdan, Markus Perkmann and Riccardo Fini
*Through the looking glass: Status spillovers across social boundaries*

**Session III**

**Location**
Thursday, July 5, 2012, 14:00–15:30
A-310 – Aalto School of Economics

**Status Dissimilarities**
Chair: Déborah Philippe

Yi Tang and Rui Shen
*In the shadow of the stars: The costs and benefits for low-status partners in status-heterophilous affiliations*

Marvin Washington and Zhi Huang

Jungeun Lee, Eonsoo Kim and Young-Kyu Kim
*Status dissimilarity and post-acquisition integration*

**Session IV**

**Location**
Friday, July 6, 2012, 09:00–10:30
A-310 – Aalto School of Economics

**Status, Identity, and Categorization Processes I**
Chair: Déborah Philippe

Tao Wang and Bernard Forgues
*Distributed-critics and producers’ responses in mediated markets*

Lionel Paolella
*In the eye of the beholder: Impact of interoperability and category membership on audience evaluations*

Rodolphe Durand and Jean-Philippe Vergne
*Navigating industry categories: Organizational response to public attacks of rivals*
**Session V**

**Location**
Friday, July 6, 2012, 11:00–12:30
A-310 – Aalto School of Economics

**Status, Identity, and Categorization Processes II**
Chair: François Collet

**Fabrizio Castellucci and Barbara Slavich**
*Wishing upon a star: Similarity to mentor and critics’ evaluations in the haute-cuisine industry*

**Ievgeniia Zlatova and László Pólos**
*Status impact on new organisational form emergence: The case of Hungarian biodynamic wine-making*

**Session VI**

**Location**
Saturday, July 7, 2012, 09:00–10:30
A-310 – Aalto School of Economics

**Status Returns**
Chair: Rodolphe Durand

**Ertug Gökhan and Fabrizio Castellucci**
*Getting what you need: How reputation and status affect team performance, hiring, and salary in the NBA*

**Jieun Kim, Young-Kyu Kim and Eonsoo Kim**
*Market position of venture capitalist and growth of success: Integration of vertical and horizontal positions*

**Monika Kackovic, Joris Ebbers and Nachoem Wijnberg**
*Getting off to a good start: The effects of early high status 3rd party signals on overall sales performance*

**Session VII**

**Location**
Saturday, July 7, 2012, 11:00–12:30

*Cancelled*
ANTHROPOLOGY AND ETHNOGRAPHY: CULTURE, CONTEXT, AND CAMERA

Convenors
Heidi Dahles, Dept. of Organisation Sciences, VU University Amsterdam, The Netherlands; h.dahles@vu.nl
Heather Höpfl, Essex University Business School, UK; hopfl@essex.ac.uk
Juliette Koning, Dept. of Organisational Studies, Oxford Brookes University, UK; j.koning@brookes.ac.uk

Session I
Thursday, July 5, 2012, 09:00–10:30
Grand Hall – Hanken School of Economics

Conceptualizing Organizational Anthropology/Ethnography
Chair: Juliette Koning
Discussant: Allen Batteau

Heidi Dahles
The anthropology of/in/for organizations? A position paper

Jana Costas and Christina Garsten
Towards a liminal approach to organizations: Theoretical and methodological implications

Benedicte Brogger, Hanne Heen and Maria Lundberg
Ethnography as critique – Going beyond universal truths

Session II
Thursday, July 5, 2012, 11:00–12:30
Grand Hall – Hanken School of Economics

Visuals: Elicitation, Emotions, Gaze
Chair: Heidi Dahles
Discussant: Juliette Koning

Heather Höpfl and Ricky Yuk-kwan Ng
Drawing the blind: Some thoughts on acts of reflection

Sylwia Ciuk
Narrating the visual: The case of narrative photo collages
Natasha Slutskaya and Alexander Simpson
Lessons from photoelicitation: Discovering on ugly emotions

Session III
Thursday, July 5, 2012, 14:00–15:30
Grand Hall – Hanken School of Economics

Anthropology and the Study of Business and Organizations
Chair: Heidi Dahles
Discussant: Heather Höpfl

Michiel Verver and Juliette Koning
Beyond the boundaries of business? An ethnographic approach to studying the embeddedness of entrepreneurship

Rachel Radmilli
Rethinking conceptual boundaries: When entrepreneurship meets family run business

Fabien Gélédan
Images of the state. An ethnographic contribution to the study of culture in public management reform

Session IV
Friday, July 6, 2012, 09:00–10:30
Grand Hall – Hanken School of Economics

Visual Methodology and Space
Chair: Heather Höpfl
Discussant: Sylwia Ciuk

Sarah Warnes and Marjana Johansson
A sense of space: Using visual ethnography to explore workers' reflective and interpretive understanding of organisational space

Tuomo Peltonen
Using photography in the study of architecture and space: Mixing methods?

Aylin Kunter
Taking centre stage: Organisational change, aesthetics and the meaning of an office space
Session V
Location
Friday, July 6, 2012, 11:00–12:30
Grand Hall – Hanken School of Economics

Organizational Ethnography
Chair: Juliette Koning
Discussant: Jeff Hearn

Ad van Iterson, Grant Michelson and Kathryn Waddington
Taboos at work: The last frontier of organizational culture?

Jean-François Delplancke
A hybrid approach: Combining ethnography and history

Toke Bjerregaard and Marianne Storgaard
Design-as-practice: Ethnography in design

Session VI
Location
Saturday, July 7, 2012, 09:00–10:30
Grand Hall – Hanken School of Economics

Culture: Formal Organizations, Public Management and Multiple Realities
Chair: Juliette Koning
Discussant: Heidi Dahles

Philippe Riot and Elen Riot
What if we lose a life? The role of culture in managing risk

Jeff Hearn, Hertta Niemi, Lotta Niemistö and Teemu Tallberg
The search for “The Organization”: Multiple organizational realities of work and well-being

Allen W. Batteau and Carolyn E. Psenka
Flexible rationalization and neoliberal world order
Visuals: Management Learning and Experiences
Chair: Heather Höpfl
Discussant: Aylin Kunter

Anneli Hujala, Kaija Kokkonen and Sanna Laulainen
Manager's dance: Visualizing managerial interaction through creative movement

Robert McMurray
Practical ethnography: Use of the ethnographic lens in management learning

Elen Riot and Hervé Colas
Mimesis and the role of management control
ELITES AND THE DESIGN OF INSTITUTIONS, INDUSTRIES AND ORGANIZATIONS

CONVENORS
Glenn Morgan, Cardiff Business School, UK; MorganGD1@cardiff.ac.uk
Sigrid Quack, Max Planck Institute for the Study of Societies, Cologne, Germany; quack@mpifg.de
Paul M. Hirsch, Kellog School of Management, Northwestern University, USA; paulhirsch@kellogg.northwestern.edu

Session I
Thursday, July 5, 2012, 09:00–10:30
G-111 – Chydenia

Elites and Legitimacy
Chair: Paul M. Hirsch

Elisabeth Clemens
The democratic dilemma

Ray Loveridge
Designing legitimacy: The rise of global discursive elite coalitions and the creation of the third sector

Jonathan Murphy
The rise of the 1%: An organizational explanation

Session II
Thursday, July 5, 2012, 11:00–12:30
G-111 – Chydenia

Elites and Neoliberalism
Chair: Sigrid Quack

Mairi Maclean, Charles Harvey and Gerhard Kling
Business elites and the field of power in France

Julie Froud, Ismail Erturk, Sukhdev Johal, Adam Leaver and Karel Williams
Rediscovering technocratic elites in Europe
Glenn Morgan  
*Elites, varieties of capitalism and the crisis of neo-liberalism*

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**Session III**  
**Thursday, July 5, 2012, 14:00–15:30**  
**Location G-111 – Chydenia**

**Elites, Power and Fields**  
Chair: Glenn Morgan

*Delphine Gibassier*  
*From Ecobilan to LCA: The French elite’s capture of environmental management accounting tools’ institutionalization process in France*

*Michael Wallace and Michael Reed*  
*Elite discourse and institutional innovation: Making the hybrid happen in English public services*

*Rami Kaplan*  
*Whose matrix is it? Business elite mobilization and the creation of the Corporate Social Responsibility framework, 1945–1959*

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**Session IV**  
**Friday, July 6, 2012, 09:00–10:30**  
**Location G-111 – Chydenia**

**Elites in Emerging and Developing Economies**  
Chair: Jonathan Murphy

*Sibel Yamak, Ali Ergur, Artun Ünsal and Mustafa Ozbilgin*  
*Old and new elites: The impact of change*

*Hela Yousfi*  
*Culture and management in “developing countries”: Can local élites break away from the tradition/modernity dichotomy?*

*Alima Bissenova*  
*From “common yard” to condominium and from intelligentsia to middle class: The trials of the emergence of the new ownership society in Kazakhstan*
Session V
Location G-111 – Chydenia

Elites and Networks
Chair: Ray Loveridge

Eric Davoine, Thomas David, Stephanie Ginals, André Mach and Claudio Ravasi
*The emergence of a transnational economic elite at the age of globalization: The case of Swiss large corporations (1980–2010)*

Eelke Heemskerk and Ferdi Struijs
*How network effects determine the evolution of interlocking directorates*

François-Xavier Dudouet, Eric Grémont and Antoine Vion
*The structure of the Eurozone’s business community*

Markus Helfen, Elke Schüßler and Sebastian Botzem
*Legitimating corporate power in transnational arenas: Resources, constraints, strategies*

Session VI
Location G-111 – Chydenia

Elites and Finance
Chair: Mike Reed

Ron Kerr and Sarah Robinson
*Designing and contesting material and symbolic spaces for corporate elite reproduction: The case of the RBS business school*

Yuan Li
*Managing controversies during institutional transformation*

Florent Noël and Hélène Rainelli-Weiss
*“Take the money and run?” A pragmatist sociology interpretation of the debate on traders’ remuneration*

Gerhard Schnyder, Gerarda Westerhuis and Thomas David
*Banking on change: The banking elite as driver of institutional changes in the Netherlands and Switzerland (1950s–2000s)*
Session VII

Saturday, July 7, 2012, 11:00–12:30

Cancelled
DISCOVERING CREATIVITY IN NECESSITY: ORGANIZATIONAL INGENUITY UNDER INSTITUTIONAL CONSTRAINTS

Convenors
Joseph Lampel, Cass Business School, City University London, UK; lampel@city.ac.uk
Benson Honig, DeGroote School of Business, McMaster University, Canada; bohonig@mcmaster.ca
Israel Drori, School of Business, College of Management, Israel; israeld@colman.ac.il

Session I
Thursday, July 5, 2012, 09:00–10:30
Location G-112 – Chydenia

Ingenuity in the Product Development Process
Chair: Joseph Lampel

Judy Matthews and Sam Bucolo
Creating new possibilities: Using design processes to overcome constraints

Gianni Lorenzoni and Daniela Baglieri
The scientist-user template: A protocol for new product development

Anthony Briggs
Conquering the creative: Unpacking the roles of design freedom and market freedom on new product development performance

Jamal Shamsie, Naga Lakshmi Damaraju and Federico Aime
Constrained innovation: A study of Indian film production
Session II  
Thursday, July 5, 2012, 11:00–12:30  
G-112 – Chydenia

**Culture and Ingenuity**  
Chair: Benson Honig

Ruey-Lin Hsiao and Sue-Hwa Ou  
*Bricolage in van Gogh curation: Turning adversities into creative vantage*

Paul Steffens, Fionna Lettuce and Peter Thomond  
*Eyes wide shut: Overcoming inertia when faced with discontinuous innovation – The role of organizational field*

Cornelis Vincent (Kevin) Heij, Henk W. Volberda and Frans A.J. Van den Bosch  
*How does management innovation influence performance*

Frien van Kessel, Leon Oerlemans and Saskia van Stroe-Biezen  
*No creative person is an island: Organizational culture, creativity, and the mediating role of intra-organizational social ties*

Session III  
Thursday, July 5, 2012, 14:00–15:30  
G-112 – Chydenia

**Institutions and Ingenuity**  
Chair: Israel Drori

Tamar Sagiv  
*Reinvesting dance with meaning: How maverick choreographers construct authenticity in the artistic dance field as a means to (re)gain creativity*

Natalie Senf, Jochen Koch and Wasko Rothmann  
*Framing the frame: Exploring the plasticity of institutional frames – The case of haute cuisine*

D.T. Ogilvie  
*Creativity as ingenuity in the face of resource constraints*
**Session IV**  
**Location** G-112 – Chydenia  
**Friday, July 6, 2012, 09:00–10:30**

**Ingenuity in the Face of Barriers**  
Chair: Joseph Lampel

Katharina Hölzle, Monique Goepel and Dodo zu Knyphausen-Aufseß  
*Individual ingenuity for overcoming barriers to innovation – A research framework and opportunities for future research*

Sarah Harvey  
*Bumping into walls: Constraint and the role of teams in organizational creativity*

Carina Lomberg  
*Creative problem solving processes in necessity – Learning from entrepreneurial teams*

**Session V**  
**Location** G-112 – Chydenia  
**Friday, July 6, 2012, 11:00–12:30**

**Ingenuity as a Covert Process**  
Chair: Israel Drori

Sebastiano Lombardo and Ragnhild Kvålshaugen  
*Not playing by the rules. Provocation and dark side of organizational ingenuity*

Rangapriya Kannan-Narasimhan  
*Organizational ingenuity in nascent innovations: Gaining resources and legitimacy through unconventional actions*

Céline Legrand, Nicolas Arnaud and Eric Maton  
*From outlaw to hero: A process study of middle-manager deviance within a bureaucracy*
Session VI
Saturday, July 7, 2012, 09:00–10:30
G-112 – Chydenia

Ingenuity in Discontinuous Environments
Chair: Benson Honig

Ayse Saka-Helmhout, Florian Becker-Ritterspach, Knut Lange and Mike Geppert
Organizational responses to contradicting institutions in the European airline industry

Ivano Cardinale
Towards a theory of constraints in organizational creativity

Janne M. Korhonen
Is shock treatment good for you? Complexity of strategy, competitive intensity and crisis length as factors in strategic resilience and innovation

Session VII
Saturday, July 7, 2012, 11:00–12:30
G-112 – Chydenia

Ingenuity in Emerging Economies
Chair: Joseph Lampel

Pushkar P. Jha and Ajay Bhalla
Ingenuity in conditions of impoverishment: Playing ‘catch up’ with challenges in poverty alleviation interventions
DESIGNING M&AS AND ORGANIZATIONS THROUGH M&AS

CONVENORS
Philippe Véry, EDHEC Business School, Nice, France; philippe.very@edhec.edu
Satu Teerikangas, University College London, UK; s.teerikangas@ucl.ac.uk
Mélanie Hassett, Turku School of Economics, University of Turku, Finland; melanie.hassett@utu.fi

Session I
Location
Thursday, July 5, 2012, 09:00–10:30
Large room – Aalto Executive Education

Developing an M&A Capability
Chair: Mélanie Hassett

Philipp Meyer-Doyle
Executive learning in corporate development: Evidence from corporate acquisitions
Discussant: Pauliina Junni

Antonia Alafouzo, Hui Tan and David Faulkner
An examination of metacompetence as a distinctive strategic capability in boundary development
Discussant: Qi Ai

Session II
Location
Thursday, July 5, 2012, 11:00–12:30
Large room – Aalto Executive Education

Designing Acquisitions
Chair: Philippe Véry

Noelia-Sarah Schnurr
Successful designing of mergers and acquisitions: Emotions and identification of top managers during the mergers and acquisitions process
Discussant: Michael Grant
Andras Lengyel
*Responsible integration management: The role of ethics, justice and trust in acquisitions*
Discussant: Dries Faems

Niina Nummela and Mélanie Hassett
*Unlocking path dependence in cross-border acquisitions – A case study of the critical events breaking the path*
Discussant: Christina Öberg

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**Session III**

**Location**
Large room – Aalto Executive Education

**Thursday, July 5, 2012, 14:00–15:30**

**Participants in M&A**
Chair: Günter Stahl

Christina Öberg, Helén Anderson and Johan Holtström
*Connectedness in complementary acquisitions – Effects on customers and suppliers*
Discussant: Duncan Angwin

Maija Renko, Helena Yli-Renko and Laura Laaksonen
*Designed to be acquired? The case of private technology ventures*
Discussant: Riikka Sarala

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**Session IV**

**Location**
Large room – Aalto Executive Education

**Friday, July 6, 2012, 09:00–10:30**

**Integration Dynamics**
Chair: Christina Öberg

Uma Urs and Duncan Angwin
*Implications of integration design – How do acquirers integrate business functions through the use and deployment of organizational routines?*
Discussant: Andras Lengyel

Dries Faems
*When David becomes Goliath: Post-acquisition integration of established business units in entrepreneurial firms*
Discussant: Maija Renko
Satu Teerikangas and Janne Tienari  
*Ambiguities in merger integration: A view from within*  
Discussant: Günter Stahl

**Session V**  
*Friday, July 6, 2012, 11:00–12:30*  
*Large room – Aalto Executive Education*

**Perspectives to Knowledge in M&A**  
Chair: Duncan Angwin

Paulina Junni and Riikka Sarala  
*The determinants and effects of target firm power on M&A knowledge transfer*  
Discussant: Laura Erkkilä

Mehdi Safavi and Richard Woodward  
*A performative view of knowledge exploitation and exploration case study: A higher education merger*  
Discussant: Philipp Meyer-Doyle

Elvira Periac, Sébastien Gand and Jean-Claude Sardas  
*Individual roles to achieve knowledge integration in mergers and acquisitions: Completing the knowledge broker concept with knowledge developer’s roles*  
Discussant: Michael Grant

**Session VI**  
*Saturday, July 7, 2012, 09:00–10:30*  
*Large room – Aalto Executive Education*

**International M&A**  
Chair: Riikka Sarala

Daniel Pardini, Carlos Alberto Gonçalves, Priscila Matuck and José Mesquita  
*A multi-culture perspective in the related post-acquisition process*  
Discussant: Mélanie Hassett

Qi Ai and Hui Tan  
*The influence of government on China’s outward mergers & acquisitions: Issues at the pre-acquisition stage*  
Discussant: Elvira Periac
The Study of M&A
Chair: Satu Teerikangas

Laura Erkkilä
Towards new conceptualizations of organizational control: Outlining a discourse analysis of managers’ talk in cross-border acquisitions
Discussant: Noelia-Sarah Schnurr

Michael Grant, Lars Frimansson and Fredrik Nilsson
Mergers & acquisitions process research: A review
Discussant: Antonia Alafouzo
Research on Universities and Innovation Systems

Convenors
Antti Ainamo, Aalto University, Helsinki, Finland; antti.ainamo@aalto.fi
Vincent Mangematin, Grenoble Ecole de Management, France; vincent.mangematin@grenoble-em.com
Katarina Larsen, KTH Royal Institute of Technology, Stockholm, Sweden; katarina.larsen@abe.kth.se

Session I
Thursday, July 5, 2012, 09:00–10:30
E-124 – Arkadia

System-Level Change
Chair: Vincent Mangematin

Naoki Wakabayashi and Ryuichi Nakamoto
Institutional policy and evolution of university-industry collaboration: Longitudinal analysis of joint patent networks in a Japanese biotechnology cluster during 2000s
Discussant: Antti Ainamo

Miriam Vale, Carlos Osmar Bertero and Rafael Alcadipani da Silveira
Different types of Americanization of management education in Brazil
Discussant: Vincent Mangematin

Session II
Thursday, July 5, 2012, 11:00–12:30
E-124 – Arkadia

Three Innovative Organization-Level Responses to the System-Level Change
Chair: Katarina Larsen

Nick Butler, Stephen Dunne and Sverre Spoelstra
The value of ‘relevance’ in the business school
Discussant: Marian Thunnissen
Dominique Vellin and Oussama Ammar
*Designing the corporate university: A business model perspective*
Discussant: Nick Butler

Marian Thunnissen, Ben Fruytier and Paul Boselie
*The talent organization: A contextual analyses of universities in the Netherlands using a multi perspective approach*
Discussant: Naoki Wakabayashi

**Session III Thursday, July 5, 2012, 14:00–15:30**
**Location E-124 – Arkadia**

**Individual and Group-Level Responses: Opposition, Compliance, Niche Selection**
Chair: Antti Ainamo

Victor Meyer Jr., Lucilaine Pascucci and Bernardo Meyer
*Strategies in universities: tensions between macro intentions and micro actions*
Discussant: Dominique Vellin

Yves Winkin and Elen Riot
*Introducing the new, the radiant ... Math experience*
Discussant: Christopher Liu

Sameer Srivastava, Christopher Liu and Toby Stuart
*An intra-organizational ecology of individual attainment*
Discussant: Yves Winkin

**Session IV Friday, July 6, 2012, 09:00–10:30**
**Location E-124 – Arkadia**

**Emergence of Core Periphery Structures**
Chair: Vincent Mangematin

Ann-Christine Schulz, Esther Klee and Alexander T. Nicolai
*The Harvard Business Review in the citation network of management science: A bibliometric study*
Discussant: David H. Eddy Spicer
Vincent Mangematin, Stephen Walsh and Jie Yan
Discussant: Antti Ainamo

Vitaliano Barberio, Marco Seeber, Benedetto Lepori and Alessandro Lomi
*Public regulation and the structuring of social relationships in higher education organizational fields*
Discussant: Nicolas Battard

### Session V
#### Location
E-124 – Arkadia

**Strategies and Solutions to Cope with the Systemic and Structural Change**
Chair: Nicolas Battard

Anne Herbert
*Advertising to attract talent: Images of academic work*
Discussant: Ann-Christine Schulz

Guje Sevón and Liisa Välilikangas
*Strategies of detachment. Of mutable resources in late modernity*
Discussant: Vitaliano Barberio

Nicolas Battard, Paul Donnelly and Vincent Mangematin
*How do scientific disciplines emerge? A sensemaking/sensegiving approach*
Discussant: Katarina Larsen

### Session VI
#### Location
E-124 – Arkadia

**New Forms of Innovation Involving the Government, Universities, and Schools**
Chair: Antti Ainamo

Aleksios Gotsopoulos and Konstantinos Pitsakis
*Between populations and communities: Organizational groups and the case of UK university spinoffs*
Discussant: Guje Sevon
Sanne Akkerman, Ton Bruining and Marja Van den Eijnden  
*Establishing and sustaining a network of academic primary schools: A chain of brokers at work*  
Discussant: Aleksios Gotsopoulos

David H. Eddy Spicer  
*School-to-school support as inter-organisational pedagogy: an explanatory framework*  
Discussant: Tom Bruining

**Session VII**  
**Saturday, July 7, 2012, 11:00–12:30**  
**E-124 – Arkadia**

**Critical and Alternative Framings of the Systemic and Structural Changes**  
Chair: Katarina Larsen

Grant Michelson and Rohan Miller  
*Legitimacy, morality policy and research integrity: Doing science in a controversial industry*  
Discussant: Jonathan Staggs

Jonathan Staggs  
*Yes Treasurer! Institutional entrepreneurship in the development of Australian science research infrastructure*  
Discussant: Grant Michelson

Antti Ainamo  
*Robust Utopia: Frank Gehry and visionary architecture as models for “organization as design”*  
Discussant: Anne Herbert
**COLLECTIVE PROCESSES OF SOCIAL INNOVATION**

**Convenors**  
M. Tina Dacin, Queen’s School of Business, Queen’s University, Canada; tdacin@business.queensu.ca  
Jean-Baptiste Litrico, Queen’s School of Business, Queen’s University, Canada; jlitrico@business.queensu.ca  
Paul Tracey, Judge Business School, University of Cambridge, UK; p.tracey@jbs.cam.ac.uk

**Session I**  
**Location**  
Thursday, July 5, 2012, 09:00–10:30  
SH 3-4 – Economicum

**Introduction to Social Enterprise and Social Innovation**  
Chair: M. Tina Dacin

Pascal Dey and Simon Teasdale  
'Social enterprise' and dis/identification: The politics of identity work in the UK third sector  
Discussants: Patrick Dawson, Jonathan M. Scott, John Thompson and David Preece

Patrick Dawson, Jonathan M. Scott, John Thompson and David Preece  
Social innovation and the social enterprise: A relational sense-making perspective  
Discussants: Pascal Dey, Simon Teasdale and Rob Macmillan

**Session II**  
**Location**  
Thursday, July 5, 2012, 11:00–12:30  
SH 3-4 – Economicum

**Movements, Institutions and Change**  
Chair: Jean-Baptiste Litrico

Raymond Loohuis, Ariane Von Raesfeld, Aard Groen and Bart Hutschemaekers  
Social entrepreneurs by chance: How environmentalists provide a favorable context for social entrepreneurial action  
Discussants: Klaus Weber, Hetal Patel and Kathryn Heinze
Abhijit Ghosh

*Strategies in the emergence of a socially innovative enterprise: The creation of AMUL, INDIA – A social movement perspective*

Discussants: Raymond Loohuis, Ariane Von Raesfeld, Aard Groen and Bart Hutschemaekers

Klaus Weber, Hetal Patel and Kathryn Heinze

*Theorizing an emergent field: The case of alternative agriculture*

Discussant: Abhijit Ghosh

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**Session III**

Thursday, July 5, 2012, 14:00–15:30

SH 3-4 – Economicum

**Strategy and Social Entrepreneurship**

Chair: Paul Tracey

Liudmila Nazarkina

*Designing growth strategies for sustainable enterprises: Investigating the link between multiple organizational identities, strategic choice and strategy legitimacy*

Discussants: Malgorzata Ciesielska and Zilia Iskoujina

Dominic M. Chalmers and Eva Balan-vnuk

*Exploring the innovative capabilities of socially entrepreneurial organisations*

Discussant: Liudmila Nazarkina

Malgorzata Ciesielska and Zilia Iskoujina

*Social innovation: Sustainability through business involvement*

Discussants: Dominic M. Chalmers and Eva Balan-vnuk

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**Session IV**

Friday, July 6, 2012, 09:00–10:30

SH 3-4 – Economicum

**Social Innovation and Institutional Entrepreneurship**

Chair: M. Tina Dacin

Francois Gambarelli, Corinne Grenier and Jean-Louis Denis

*Collective institutional entrepreneurship in organized ecologies: How entrepreneurs collectively work to design social innovation?*

Discussants: Markus Perkmann and Henri Schildt
Tiina Ritvala
*Institutional entrepreneurs as authentic leaders? A comparative case study*
Discussants: Francois Gambarelli, Corinne Grenier and Jean-Louis Denis

Markus Perkmann and Henri Schildt
*Interaction work and modest action: Boundary organizations as institutional entrepreneurs*
Discussant: Tiina Ritvala

**Session V**
**Location**
Friday, July 6, 2012, 11:00–12:30
SH 3-4 – Economicum

**Social Innovation and Multiple Logics**
Chair: Jean-Baptiste Litrico

Thierry Amslem
*A multi-level analysis of the collective process of socially responsible management innovations: The case study of a French social integration enterprise*
Discussants: Tyler Wry and Eric Zhao

Anica Zeyen and Markus Beckmann
*Unlike Siamese twins: Multiple institutional logics and the for-profit-nonprofit organizational mix in social entrepreneurship organizations*
Discussant: Thierry Amslem

Tyler Wry and Eric Zhao
*Culture, economics, and cross-national variation in the founding and social outreach of microfinance organizations*
Discussants: Anica Zeyen and Markus Beckmann

**Session VI**
**Location**
Saturday, July 7, 2012, 09:00–10:30
SH 3-4 – Economicum

**Performance and Social Innovation**
Chair: Paul Tracey

Eric Yanfei Zhao
*The financial-social performance debate: A logics perspective*
Discussants: Christiana Weber and Indre Maurer
Fergus Lyon and Malin Arvidson
*Social impact measurement as an entrepreneurial process*
*Discussant: Eric Yanfei Zhao*

Christiana Weber and Indre Maurer
*The impact of social capital on the degree of social innovation*
*Discussants: Fergus Lyon and Malin Arvidson*

**Session VII**  
**Location**  
Saturday, July 7, 2012, 11:00–12:30  
SH 3-4 – Economicum

**Plenary**  
Chair: M. Tina Dacin, Jean-Baptiste Litrico and Paul Tracey
MARKETS IN THE MAKING:
OBSERVING, MEASURING AND PERFORMING ECONOMIC EXCHANGE

CONVENORS  Liz McFall, Open University, UK; e.r.mcfall@open.ac.uk
Joeri Mol, The University of Melbourne, Australia; jmol@unimelb.edu.au
Dean Pierides, The University of Melbourne, Australia; d.pierides@unimelb.edu.au

Session I  Thursday, July 5, 2012, 09:00–10:30
Location  E-127 – Arkadia

Catastrophe, Breach & Brokerage in Finance
Chair: Liz McFall, Joeri Mol and Dean Pierides
Discussant: Erica Coslor

Paula Jarzabkowski, Rebecca Bednarek, Laure Cabantous and Michael Smets
Making market cycles: Constructing prices in the wake of catastrophic events

Jason Greenberg and Rodrigo Canales
Relational embeddedness, coherence and consistency: Loan officer relational style and contract enforcement in microfinance

Laurence Gialdini and Marc Lenglet
Strategizing in financial markets: The case of brokerage houses on the French stock exchange
Taming & Devising Insurance
Chair: Dean Pierides
Discussant: Laure Cabantous

Pascale Trompette
‘Agencing’ the circulation in markets. The financialization of the funeral market in France

José Ossandón and Ureta Sebastián
Taming uncivilized markets

Liz McFall
Groovy like the market? Problems with fit and adaptation in government schemes to insure the poor

Lock-ins, Reluctance & Change in Music & Art
Chair: Joeri Mol
Discussant: José Ossandón

Matthias Wenzel, Jochen Koch and Wasko Rothmann
Radical innovations and consumer lock-ins: Making markets as an incremental process

Charles Kirschbaum
Faulty devices and reluctant institutions: A French pragmatist approach to Down Beat’s critics’ poll

Erica Coslor
Organizational and epistemic change: The growth of the art investment industry
Session IV  
Location: E-127 – Arkadia  

**Worth, Price and Deadlocks in Finance**  
Chair: Liz McFall  
Discussant: Pascale Trompette  

**Benjamin Taupin**  
*Maintaining legitimacy: Orders of worth in the regulation of the credit rating industry*  

**Vitor Klein and Christian Huber**  
*Financial markets and the deadlocks of the imaginary*  

**Jon Roffe, Joeri Mol and Dean Pierides**  
*Price, value and the market: The challenge of Ayache*  

Session V  
Location: E-127 – Arkadia  

**Making Markets in Healthcare**  
Chair: Joeri M. Mol  
Discussant: Rodrigo Canales  

**M. Lourdes Sosa**  
*Organizational structure, real options, and the advantage of de novo firms: The case of gene therapy research*  

**Roy Nyberg**  
*Early moments of markets and organisational fields: The emergence of mobile health*  

**Yuko Yamashita**  
*Market as the interactive field of making the heterogeneous customer involvement*
### Session VI

**Location**
Saturday, July 7, 2012, 09:00–10:30
E-127 – Arkadia

**Novelty in Food, Beer & Bio**
Chair: Dean Pierides
Discussant: M. Lourdes Sosa

**Bogdan Prokopovych**
*The role of industry associations in new market creation: Evidence from German bioenergy associations*

**Margarita Cruz, Nikolaus Beck and Filippo Carlo Wezel**
*Authenticity as an interface: Entry decisions in the Franconian beer industry, 1989–2012*

**Galina Kallio and Mikko Jalas**
*Good food in exchange: Social movement organizations making markets for local food*

### Session VII

**Location**
Saturday, July 7, 2012, 11:00–12:30
E-127 – Arkadia

**Round-up & Group Discussion**
Chair: Liz McFall, Joeri Mol and Dean Pierides
**Design for Global Organizations**

**Convenors**
- Mark Mortensen, INSEAD, France; mark.mortensen@insead.edu
- Anca Metiu, ESSEC Business School, France; metiu@essec.fr
- João Vieira da Cunha, School of Social and Political Sciences, Technical University of Lisbon, Portugal; jvcunha@iscsp.utl.pt

**Session I**
**Location**
Thursday, July 5, 2012, 09:00–10:30
A303 – Hanken School of Economics

**The Changing Nature of Collaboration**
Chair: João Vieira da Cunha

**Mark Mortensen**
*A new perspective on collaboration*

**Oliver Kallenborn and Florian Täube**
*Social systems engineering and self-organizing pattern in NPD – Evidence from automotive industry*

**Kaja Prystupa-Rządca**
*Leader as a designer of virtual team*

**Session II**
**Location**
Thursday, July 5, 2012, 11:00–12:30
A303 – Hanken School of Economics

**Design for Collaboration**
Chair: Anca Metiu

**Tine Köhler, Iris Fischlmayr, Eeli Saarinen and Timo Lainema**
*Bringing the world into our classrooms – The benefits of engaging students in an international business simulation*

**Anu Sivunen**
*Presence and absence in global team meetings: Physical, virtual and social dimensions*

**Ritva Engestrom**
*Developing interactive resources for managing trans-disciplinary and inter-organizational contexts of international project partnership*
Session III Thursday, July 5, 2012, 14:00–15:30
A303 – Hanken School of Economics

**Design for Proximity**
Chair: Mark Mortensen

Michael Boyer O’Leary, Jeanne M. Wilson and Anca Metiu
*The role of communication and identification in the emergence of perceived proximity in geographically dispersed work*

Chia-yu Kou and Sarah Harvey
*Going the distance: A comparative case study of distributed versus collocated projects*

Niina Nurmi and Pamela Hinds
*Designing the global work experience: Balancing engagement and exhaustion*

Session IV Friday, July 6, 2012, 09:00–10:30
A303 – Hanken School of Economics

**Virtual Team Processes**
Chair: Anca Metiu

João Vieira da Cunha
*A distributed model of the structuration of IT*

Vathsala Wickramasinghe and Suyama Liyanage
*High commitment work practices in project-based globally distributed software development firms*

Timo Haukola
*The art of process facilitation in the context of global virtual teams*

Session V Friday, July 6, 2012, 11:00–12:30
A303 – Hanken School of Economics

**Design for Knowledge Creation**
Chair: Mark Mortensen

Elena Pruvli and Ruth Alas
*Multiply cultural mindsets of international company: Inter-departmental communication and organisational formalisation*
Nikita Basov and Esther Tippmann  
*Walking through walls: Knowledge boundaries through the lens of autopoiesis theory*

Thomas Gegenhuber and Marko Hrelja  
*Harnessing distributed knowledge: A case for hybrid models in broadcast search*

Cecilia Rossignoli, Lapo Mola and Andrea Carugati  
*E-marketplaces and the design of global organizations: A research agenda for the new role of the e-strategic mediator*

**Session VI**  
*Saturday, July 7, 2012, 09:00–10:30*  
*A303 – Hanken School of Economics*

**Global Organizations in Flux**  
Chair: João Vieira da Cunha

Julien Gooris  
*Institutional environment in offshoring: Host-country attractiveness and organizational model*

Giulio Buciuni and Lapo Mola  
*Reshaping the organizational configuration in the global economy: Evidence from the U.S. furniture industry*

Rosana Silveira Reis and Fabian Ariel Salum  
*The redesign of global structure of innovation: The case study of Vallourec Group Company*

Carlos Rodriguez  
*Global subunit specialization: An evolutionary perspective*

**Session VII**  
*Saturday, July 7, 2012, 11:00–12:30*  
*A303 – Hanken School of Economics*

**Design for Global Organizations: Where Do We Go from Here?**  
Chair: Pamela Hinds
WOMEN AND WORK: EFFECTIVE DESIGNS, SATISFYING RELATIONSHIPS

Convenors
Anna Nikina, Grenoble Ecole de Management, France;
anna.nikina@gmail.com
Lois M. Shelton, California State University, Northridge, USA;
lois.shelton@csun.edu
Séverine Le Loarne, Grenoble Ecole de Management, France;
severine.le-loarne@grenoble-em.com

Session I Thursday, July 5, 2012, 09:00–10:30
Location Room 1 – Aalto Executive Education

The Womanly Approach
Chair: Anna Nikina
Discussants: Christine Naschberger and Gregor Bouville

Introduction and presentation of the sub-theme and the team

Eliana Minelli and Chiara Morelli
Women and work: An empirical study of female company heads’ style of management
Presenter: Donna Parsons

Julia Reif, Katharina G. Kugler, Evelyne Enders and Felix C. Brodbeck
Do women ask for more? Gender differences in the propensity to initiate negotiations about career-related issues
Presenter: Chiara Morelli

Donna Parsons
Women in family funeral homes: The dance of negotiating roles
Presenter: Julia Reif
Session II Thursday, July 5, 2012, 11:00–12:30
Room 1 – Aalto Executive Education

Managing Barriers, Meeting Challenges – Part I
Chair: Lois Shelton
Discussants: Claudia Jonczyk and Marjut Jyrkinen

Lucrezia Songini and Luca Gnan
Glass ceiling in SMEs? Women, managerialization and performance
Presenter: Camilla Quental

Camilla Quental
Becoming partner: Gender and professional identity in professional services firms
Presenter: Christine Naschberger

Camilla Quental, Christine Naschberger and Céline Legrand
Career development in the perception of managers: Levers, barriers and gender differences
Presenter: Luca Gnan

Session III Thursday, July 5, 2012, 14:00–15:30
Room 1 – Aalto Executive Education

Managing Barriers, Meeting Challenges – Part II
Chair: Séverine Le Loarne
Discussants: Luca Gnan and Eliana Minelli

Claudia Jonczyk and Marion Festing
Coping patterns of female managers in male dominated industries – Differences within a minority group
Presenter: Gregor Bouville

Ingrid Biese-Stjernberg
From opting out to opting in: The journey women make to find a sense of coherence and control
Presenter: Claudia Jonczyk

Gregor Bouville
Women and absenteeism: A smokescreen relationship?
Presenter: Ingrid Biese-Stjernberg
Session IV
Location Friday, July 6, 2012, 09:00–10:30
Room 1 – Aalto Executive Education

Work and Family Life
Chair: Lois M. Shelton
Discussants: Donna Parsons and Julia Reif

Marjut Jyrkinen, Charlotta Niemistö and Jeff Hearn
Gender, age/generations and “work-life balance”
Presenter: Anna Nikina and Severine LeLoarne

Anna Nikina, Lois M. Shelton and Séverine Le Loarne
Spousal role and support to female entrepreneurship: The case of Scandinavia
Presenter: Marjut Jyrkinen

Session V
Location Friday, July 6, 2012, 11:00–12:30
Room 1 – Aalto Executive Education

International Perspectives – Part I
Chair: Séverine Le Loarne
Discussants: Frances Tomlinson and Chiara Morelli

Allane Madanamoothoo
Gender equality at work in France: Between law and fact
Presenter: Ishani Chandrasekara

Ishani Chandrasekara
Why finance is critical? Dialogue with a women’s community in Sri Lanka
Presenter: Tricia Cleland Silva

Lena Näre and Tricia Cleland Silva
The gendered inequalities in the global trade of Filipino nurses: A case study from Finland
Presenter: Allane Madanamoothoo
**Session VI**

Saturday, July 7, 2012, 09:00–10:30  
Room 1 – Aalto Executive Education

**International Perspectives – Part II**  
Chair: Anna Nikina  
Discussants: Allane Madanamoothoo and Ishani Chandrasekara

Frances Tomlinson  
*Finding new directions at the crossroads: Older women in Italy and the UK moving into self-employment*  
Presenter: Adriana Roseli Wünsch Takahashi

Richard T. Harrison, Jonathan M. Scott, Javed Ghulam Hussain and Cindy Millman  
*The role of guanxi networks in the performance of women-led firms in China*  
Presenter: Frances Tomlinson

Adriana Roseli Wünsch Takahashi, Mariane Lemos Lourenço, Carla Patricia da Silva Souza and Josué Alexandre Sander  
*Intrapreneurship, entrepreneurial competences and work-family conflict: A comparative case study of genders with professors from the masters degrees and doctorate programs in management in Curitiba, Brazil*  
Presenter: Jonathan M. Scott

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**Session VII**

Saturday, July 7, 2012, 11:00–12:30  
Room 1 – Aalto Executive Education

**Roundtable Discussion: Future Directions for Women and Work**  
Chair: Anna Nikina, Lois M. Shelton and Séverine Le Loarne

*New directions, upcoming work-in-progress, future opportunities*  
Discussants (Perspectives and insights from overall sub-theme): Camilla Quental, Ingrid Biese-Stjernberg, Lucrezia Songini, Marion Festing and Lena Näre
VALUE, VALUES AND VALUATION

CONVENORS
Juliane Reinecke, Warwick Business School, University of Warwick, UK; juliane.reinecke@wbs.ac.uk
Klaus Weber, Kellogg School of Management, Northwestern University, USA; klausweber@northwestern.edu
Hugh Willmott, Cardiff Business School, Cardiff University, UK; WillmottH@cardiff.ac.uk;

Session I
Thursday, July 5, 2012, 09:00–10:30
Location A210 – Hanken School of Economics

From Value to Values and the Role of Symbolic Value Creation
Chair: Hugh Willmott

Violina Rindova, Davide Ravasi and Elena Dalpiaz
Organizational cultural capital and symbolic value creation

Micki Eisenman
How does it make you feel? Constructing the meaning of technological products

Session II
Thursday, July 5, 2012, 11:00–12:30
Location A210 – Hanken School of Economics

Extracting Value from Social Relations
Chair: Juliane Reinecke

Steffen Boehm, Chris Land and Armin Beverungen
The value of Marx: Free labour, rent and primitive accumulation in Facebook

Maria Laura Toraldo, Alessia Contu and Gianluigi Mangia
What value for goodness? A reflection on voluntary labour at pop music festivals and the circuit of value creation
Craig Prichard
What, then, is to be made of this ‘gift’? Gift relations and value co-production in contemporary capitalism

Location
A308 – Hanken School of Economics

Parallel Stream B

Multiple Regimes of Value and Commensuration
Chair: Klaus Weber

Tobias Scheytt, Christian Huber and Lukas Crepaz
Metamorphoses of valuation practices in an ephemeral mega-project organization: The case of the European Capital of Culture “RUHR.2010”

Sabina Du Rietz
Calculative technologies in their social setting: Investor analysts’ composition of corporate social and environmental performance

Koen van Bommel
From values to value: Commensuration in the institutionalization of sustainability reporting

Session III Thursday, July 5, 2012, 14:00–15:30
A210 – Hanken School of Economics

Valuation Models, Pricing and Materiality
Chair: Klaus Weber

Isabelle Huault and Hélène Rainelli-Weiss
Is transparency a value on OTC markets? Contesting industry registers to resist categorisation

Vern Glaser and Peer C. Fiss
Enchanted algorithms: Establishing valuation regimes in the online advertising industry

Mark Zbaracki and Mark Bergen
Fear and loathing in the market: Heterogeneity, coherence, and evaluation in price
**Session IV**  
**Location**  
Friday, July 6, 2012, 09:00–10:30  
A210 – Hanken School of Economics  

**Diffusion and Translation of Valuation Practices**  
Chair: Juliane Reinecke  

Matthew Hall and Yuval Millo  
*Valuation between the social and the political: How social return on investment was incorporated into UK public policy*  

Trin Thananusak and Shahzad Ansari  
*Valuing a moral practice: A study of open access self-archiving in academic institutions*  

Lisa Knoll  
*CO₂ – Objects and Valuation*  

**Session V**  
**Location**  
Friday, July 6, 2012, 11:00–12:30  
A210 – Hanken School of Economics  

**Reputation and Consumer-based Evaluation Devices**  
Chair: Hugh Willmott  

Adam Arvidsson, Michael Etter and Elanor Colleoni  
*General sentiment and value: How does online sentiment affect financial evaluations?*  

Kevin Mellet, Vincent Cardon, Marie Trespeuch, Jean-Samuel Beuscart and Thomas Beauvisage  
*Online consumer reviews: Design and consequences of a new valuation device*  

Sophie Dubuisson-Quellier  
*Valuation as a regulation process. The French policy on environmental-impact labeling*
Session VI
Location: A210 – Hanken School of Economics

Saturday, July 7, 2012, 09:00–10:30

Value and Values in Science
Chair: Juliane Reinecke

Claes-Fredrik Helgesson, Isabelle Dussauge, Francis Lee and Steve Woolgar
Value practices in the life sciences: What might it mean to study the enactment of values in life science?

Julie Labatut
Valuation of life: Genetic models and the making of markets

Emmanouil Gkeredakis, Davide Nicolini and Jacky Swan
Coping with fairness uncertainty: Insights from valuing ‘exceptional’ individuals in the English healthcare sector

Session VII
Location: A210 – Hanken School of Economics

Saturday, July 7, 2012, 11:00–12:30

Values in the Construction of Value
Chair: Klaus Weber

Shaz Ansari, Kamal Munir and Violina Rindova
How the type and timing of discourse matters in the creation of value around resource

Brian Moeran
Notes for a theory of values

Emilio Marti
Irritating self-referential science systems through problematization
COMPETITIVE DYNAMICS: EXPLORING NEW TEXTURES AND DEEP-STRUCTURE PROCESSES OF ACTION

CONVENORS
Walter J. Ferrier, Gatton College of Business, University of Kentucky, USA; walter.ferrier@uky.edu
Tomi Nokelainen, Tampere University of Technology, Finland; tomi.nokelainen@tut.fi
Goce Andrevski, Queen’s School of Business, Queen’s University, Canada; gandrevski@business.queensu.ca

Session I
Thursday, July 5, 2012, 09:00–10:30
Location LS – Economicum

Methodologies and Business Models
Chair: Tomi Nokelainen

Evelyne Rousselet and Heidi Wechtler
Time in competitive dynamics research: Accomplishments and future directions

Tomi Nokelainen
Coverage of companies’ competitive actions in business news: Journalists’ insights and implications for competitive dynamics research

Renato Souza Santos, Rodrigo Oliveira, Rosani Jezabel da Silva and Sergio Luis Seloti Jr
Traditional x gourmet: Changing bakeries’ industry in São Paulo

Session II
Thursday, July 5, 2012, 11:00–12:30
Location LS – Economicum

Networks
Chair: Goce Andrevski

Chia-Ling (Eunice) Liu and Wen-Chun Chen
Orchestrating alliance networks: The role of innovation appropriability, knowledge sharing and network capability
Remzi Gözübüyük, Murat Unal and Carl Kock
When does centrality hurt performance? Agency problem and network multiplexity in Islamic finance

Elisa Operti
Good for one but bad for most? How intra-organizational networks impact innovative performance at the inventor and firm level

Session III Thursday, July 5, 2012, 14:00–15:30
Location LS – Economicum
Discourses and Sequences
Chair: Walter J. Ferrier

Walter J. Ferrier, Theresa Floyd and Zackary Edens
Verbal exchange as internal action: An exploration and analysis of the decision making conversation among top management team members

Sruthi M. Thatchenkery, Riita Katila, Eric L. Chen and Risto Miikkulainen
Sequences of competitive moves and effects on firm performance

Colette Depeyre
Sequences of competitive discourses and actions and market process in highly ambiguous environments

Session IV Friday, July 6, 2012, 09:00–10:30
Location LS – Economicum
Imitation
Chair: Bettina Heiss

Bettina Heiss, Peter Monge and Janet Fulk
Wolves in sheep’s clothing: Predatory mimicry as an evolutionary strategy for organizational populations

Juan Quiroga
Learning with imitators: Strategy deployment under uncertainty
Ralitza Nikolaeva, Amit Bhatnagar and Sanjoy Ghose
*Shaping imitation: A test of competing imitation theories in the context of retailers’ adoption of e-commerce*

**Session V**

**Location**

Friday, July 6, 2012, 11:00–12:30
LS – Economicum

**Resources, Information and Knowledge**
Chair: Jukka Luoma

Tilman Rüsike and Martin Gersch
*(On the path) towards a dynamic framing of specificity: Asset deployment and competitive actions in emerging industries*

Stefano Miraglia, Andrew Davies and Andrea Prencipe
*Adaptive replication: Knowledge reuse in fast-paced industries*

Jukka Luoma
*Behavioral model of competitive in-activity and its implications for the organization of competitive behavior*

**Session VI**

**Location**

Saturday, July 7, 2012, 09:00–10:30
LS – Economicum

**Identities and Actions**
Chair: Andrew Rowland

Martina Montauti and Filippo Carlo Wezel
*Break on through. Categories and entries in music industry, 1978–2011*

Jenny Gibb, Paresha Sinha and Sascha Albers
*Intra-industry action patterns: Coordinating dynamic identities to drive collective capability development*

Philip Rowland
*Competitive advantage through coherence: The strategic coherence of competitive repertoires and firm performance*
Agency and Action in Networks and Factor Markets
Chair: Scott M. Soltis

Dalhia Mani
*Structure and agency in networks: Absolute position versus incremental change*

Scott M. Soltis, Christopher M. Sterling, Stephen P. Borgatti and Walter J. Ferrier
*NCAA football rivalry on and off the field: An early empirical test and extension of the theory of factor-market rivalry*
INSTITUTIONS AND EMOTIONS

Convenors
W.E. Douglas Creed, University of Rhode Island, USA; w.e.douglas.creed@gmail.com
Jaco Lok, University of New South Wales, Australia; j.lok@unsw.edu.au
Marc J. Ventresca, University of Oxford, UK; marc.ventresca@sbs.ox.ac.uk

Session I
Thursday, July 5, 2012, 09:00–10:30
G-109 – Chydenia

Emotion and Legitimacy Challenges
Chair: W.E. Douglas Creed

Pushkala Prasad
Hot emotions and cool identities. Big tobacco’s strategies in countering moral illegitimacy, 1914–2000

Simona Giorgi, Margaret E. Guider and Jean M. Bartunek

Anna Gerstrøm
In search of (il)legitimacy: How members survive organizational death by attributing (il)legitimacy to self and others

Session II
Thursday, July 5, 2012, 11:00–12:30
G-109 – Chydenia

Institutional Pluralism and Conflicting Emotion
Chair: Jaco Lok

Debbie Kim and Jeannette Colyvas
Ideological call to arms: Analyzing the character and maintenance of institutional contradictions in US electoral politics and education policy, 1952–2008

Wooseok Jung and Klaus Weber
Responses to institutional ambivalence
Vanessa Pouthier
The emotional qualities of institutional work: How emotionally laden identity work in everyday work interactions allows for the co-existence of multiple logics

Konstanze Senge
Investment decisions by emotion or by calculative design?

Session III
Thursday, July 5, 2012, 14:00–15:30
G-109 – Chydenia

Shame and Agression
Chair: Marc J. Ventresca

W. E. Douglas Creed, Bryant Ashley Hudson, Gerardo Okhuysen and Kristin Smith-Crowe
Shameless theorizing: Emotion in institutional maintenance and disruption

Stacey Kent, Peter J. Jordan and Ashlea J. Troth
Examining the relationship between institutional theory and the scripts of targets of social manipulation within the workplace

Rich DeJordy and Frank Barrett
Emotions in institutions: Bullying as a mechanisms of institutional control

Session IV
Friday, July 6, 2012, 09:00–10:30
G-109 – Chydenia

Galvanizing Emotional Support
Chair: W.E. Douglas Creed

Bryant Hudson, Elizabeth Goodrick and Lee Jarvis
Shame and institutional work in healthcare

April Wright and Raymond Zammuto
Selling the patient: Professional values, emotions and institutional work

Trish Reay and Beth Goodrick
Institutional logics and the dream of pharmaceutical care: The role of emotions in galvanizing the rank and file
### Session V
**Location**
G-109 – Chydenia
**Emotions as Antecedents to Participation and Legitimacy**
Chair: Jaco Lok
Felipe Massa, Maxim Voronov and Wesley Helms
"From the heart": Affective legitimation in the Ontario wine industry
Sang-Joon Kim and Myeong-Gu Seo
Non-monotonic effects of discourse on collective action for de-institutionalization
Stine Grodal and Nina Granqvist
Great expectations: Discourse, hype and emotions during field emergence

### Session VI
**Location**
G-109 – Chydenia
**Emotion as a Source of Creation or Disruption**
Chair: Marc J. Ventresca
Jaco Lok and Mark De Rond
The relations between institutional logics, identity, and emotions
Gaëlle Dechamp and Bérangère Szostak
How to integrate emotions in an institutional analysis: Exploring the role of the creativity
Giulia Cappellaro
Individual level dynamics and organizational responses to institutional complexity. An ethnographic study
Hikari Akizawa
New practices and institutional changes in commercial fields: From emotionality and a nexus of practices

### Session VII
**Location**
G-109 – Chydenia
**Plenary: Toward a Research Agenda**
Chair: Douglas Creed, Jaco Lok and Marc J. Ventresca
Reassembling Management Ethics and CSR

Convenors
Bobby Banerjee, University of Western Sydney, Australia; b.banerjee@uws.edu.au
Hervé Corvellec, Lund University, Sweden; herve.corvellec@ism.lu.se
Martin Fougère, Hanken School of Economics, Helsinki, Finland; martin.fougere@hanken.fi

Session I
Thursday, July 5, 2012, 09:00–10:30
A-304 – Aalto School of Economics

Ethical Discourse and Moralization
Chair: Martin Fougère

Iain Munro
Fashioning the ‘active’ ethical subject: An inquiry into activist forms of ethical subjectification

Marjo Siltaoja
Towards a responsible employee: Responsibilization and management of ethics in organizational discourse

Emma Jeanes
‘Doing the right thing’: The disciplining effects of ethical discourse

Session II
Thursday, July 5, 2012, 11:00–12:30
A-304 – Aalto School of Economics

CSR in Question(s)
Chair: Hervé Corvellec

Alexandre Faria, Ana Guedes and Yuna Fontoura
A critical state-based analysis of corporate social responsibility

Heidi Herlin and Nikodemus Solitander
Corporate social responsibility as a relief from ethical reasoning
Jukka Rintamäki  
*Conflicts and contradictions in corporate social responsibility discourse: A critical discourse perspective on CSR rhetoric in environmentally conscious mainstream print media*

Christa Uusi-Rauva  
*“We provide good customer service” – The extent of banks’ social responsibility towards customers?*

**Session III**  
Thursday, July 5, 2012, 14:00–15:30  
A-304 – Aalto School of Economics  

**Neocolonial Exploitation and Postcolonial Voices**  
Chair: Bobby Banerjee

Helio Irigaray, Sylvia Vergara and Marcio Franco  
*Corporate social responsibility discourse and practices: Voices from the backyard*

Claudine Grisard and Vivien Blanchet  
*“Poor people are like bonsai trees”: Postcolonial stigmatization in social business*

Esther Hennchen  
*Corporate political responsibility in a globalized world: The case of Royal Dutch Shell in Nigeria*

**Session IV**  
Friday, July 6, 2012, 09:00–10:30  
A-304 – Aalto School of Economics  

**The E in CSR**  
Chair: Hervé Corvellec

Tobias Goessling and Sabine Matejek  
*Beyond legitimacy. A case study in BP’s “Green Narratives”*

Céline Berrier-Lucas  
*The environmental dimension of CSR: Howard Bowen’s blackout?*

Tommy Jensen and Annika Skoglund  
*The professionalization of ethics in IPCC – An ecologization of responsibility in times of uncertainty*
Session V  
Location  
Friday, July 6, 2012, 11:00–12:30  
A-304 – Aalto School of Economics  

The H in CSR  
Chair: Martin Fougère  

Peter Fleming and Gerard Hanlon  
*CSR and the employee: An analysis of the ideological component of management ethics*  

Dan Kärreman and Jana Costas  
*Conscience as control: Managing employees through CSR*  

Eric Fay, Philippe Riot and Fred Seidel  
*Reimagining responsibility from the real of work. Perspectives from Henry’s phenomenology*  

Session VI  
Location  
Saturday, July 7, 2012, 09:00–10:30  
A-304 – Aalto School of Economics  

Angst, Agon & Agency  
Chair: Bobby Banerjee  

Maximiliane Haut  
*No fear, no ethics?*  

Heidi Hirsto, Johanna Moisander and Merja Porttikivi  
*Online discussion forums as sites of secondary stakeholder politics: Politicizing the corporation through discursive struggle*  

Sandrine Blanc  
*Worker’s moral agency in contemporary capitalism*  

Session VII  
Location  
Saturday, July 7, 2012, 11:00–12:30  
A-304 – Aalto School of Economics  

Improving CSR?  
Chair: Bobby Banerjee, Hervé Corvellec and Martin Fougère  

Thomas Roulet and Yuliya Shymko  
*A deontological approach to corporate social responsibility: Is “why be good?” the wrong question to ask?*
Nicolas Arnaud, Jean-Luc Castro and Mickael Naulleau

Can ethical leadership entail ethical downsizing? A discussion on ethics-CSR relationships based on the biggest downsizing realized in France in 2009

Pasi Heikkurinen

Strategic corporate responsibility: A theory review and reconsideration of the conventional perspective
FROM DESIGNING ORGANIZATIONAL CREATIVITY TO CREATIVITY FOR ORGANIZATIONAL DESIGN

CONVENORS  Alexander Styhre, University of Gothenburg, Sweden; alexander.styhre@handels.gu.se
Tomi J. Kallio, Turku School of Economics at the University of Turku, Finland; tomi.kallio@utu.fi
Barbara Imperatori, Catholic University of the Sacred Heart, Milan, Italy; barbara.imperatori@unicatt.it

Session I  Thursday, July 5, 2012, 09:00–10:30

Please note that this session has been cancelled. The sub-theme starts at 11:00 (see next session).

Session II  Thursday, July 5, 2012, 11:00–12:30
Location A-306 – Aalto School of Economics

Creativity and Environment
Chair: Tomi J. Kallio

Susanne Ollila and Anna Yström
Managing for organizational creativity in an open innovation arena – Creating a space for bounded instability
Discussants: Barbara Imperatori

Matteo Landoni
Design the future market: The expertise of agencies to enhance technological foresight and creativity
Discussant: Katarina Zambrell

Francesca Ricciardi
Ecology of creativity in organizational settings: The explanatory potential of dual tuning and of zigzagging course
Discussant: Marja Soila-Wadman
Session III Thursday, July 5, 2012, 14:00–15:30  
A-306 – Aalto School of Economics

**Creativity and Organizational Practices**  
Chair: Barbara Imperatori

**Björn Müller**  
*Organizational creativity’s flavor – Taste-making as central practice in crafting contemporary dance and movement theatre*  
Discussants: Andrea Martone and Cindy Lombardo

**Kirs-Mari Kallio and Tomi J. Kallio**  
*Designing perfect means to kill creativity? Performance measurement in universities and its effects on work motivation*  
Discussants: Jochen Schweitzer, Melissa Edwards, Natalia Nikolova and Claudia Nicolai

**Ieva Martinaityte**  
*Leveraging creativity for competitive advantage: Development and validation of a HPWS scale for creativity*  
Discussants: Stephanie Duchek, Simone M. Ostermann and Stefan Klaussner

Session IV Friday, July 6, 2012, 09:00–10:30  
A-306 – Aalto School of Economics

**The Social Side of Creativity**  
Chair: Alexander Styhre

**Rita Bissola and Barbara Imperatori**  
*Organizing the creative process in the fashion industry: Moving between the individual and team levels*  
Discussant: Glenn Kristiansen

**Jill Perry-Smith**  
*Social network ties beyond non-redundant information: The effect of exposure to heterogeneous problem framing on creativity*  
Discussant: Mihaela Stan

**William Dhuyvetter, Gaëlle Dechamp and Bérangère Szostak**  
*How to develop organizational creativity in SME: A business-leader perspective. A design implementation case study in France*  
Discussant: David Sköld
**Session V**

Location: A-306 – Aalto School of Economics

**Organizational Creativity and Team Design**
Chair: Rita Bissola

**Annika Blomberg**
*Defining organizational creativity – Organizational creativity definitions under scrutiny*
Discussants: Susanne Ollila and Anna Yström

**Mihaela Stan**
*Structuring creativity: Testing the relationship between group structure and output quality in comic strip design*
Discussant: Matteo Landoni

**Glenn Kristiansen**
*Directional effects of moods and emotions on individual- and group creativity*
Discussant: Francesca Ricciardi

**Session VI**

Location: A-306 – Aalto School of Economics

**Creativity and Organizational Setting**
Chair: Alexander Styhre

**Stephanie Duchek, Simone M. Ostermann and Stefan Klaussner**
*The enabling organization: Inducing uncertainty for creativity*
Discussant: Bjorn Müller

**Jochen Schweitzer, Melissa Edwards, Natalia Nikolova and Claudia Nicolai**
*Designing entrepreneurial work environments: Exploring emergent design processes*
Discussant: Ieva Martinaityte

**Andrea Martone and Cindy Lombardo**
*Creativity and innovation. A research on the product’s innovation processes in the big & medium enterprises inside the canton Ticino*
Discussant: Kirsi-Mari Kallio
Session VII
Location
Saturday, July 7, 2012, 11:00–12:30
A-306 – Aalto School of Economics

Creativity and Leadership
Chair: Tomi J. Kallio

Marja Soila-Wadman
Creativity, organizing and leadership. Lessons from film making
Discussant: Jill Perry-Smith

Katarina Zambrell
Artistic organizational interventions through “culturalistic” leadership
Discussant: Annika Blomberg

David Sköld
Beyond an immanent theory of desire: Reconsidering Deleuzian creativity research
Discussant: Rita Bissola
ACTIVITY THEORY AND ORGANIZATIONS

Convenors
Yrjö Engeström, University of Helsinki, Finland; yrjo.engestrom@helsinki.fi
Anu Kajamaa, University of Helsinki, Finland; anu.kajamaa@helsinki.fi
Zlatko Bodrožić, University of Belgrade, Serbia; bodrozic@web.de

Session I
Thursday, July 5, 2012, 09:00–10:30
Location A305 – Hanken School of Economics

Institutional Change and Activity Theory
Chair: Anu Kajamaa

Yrjö Engeström
Keynote: The potentials of Activity Theory in organizational research

Marc Thompson and Anne Edwards
Activity theory, the embedded agency paradox and the work of institutional entrepreneurs: Evidence from children’s services
Discussant: Takaya Kawamura

Takaya Kawamura, Midori Matsuzuki and Maho Tanaka
A preliminary study for the activity-theoretical analysis of professional organization and institutional change – An intermediate analysis of institutionalizing new “expert” nurse in Japan
Discussant: Marc Thompson

Session II
Thursday, July 5, 2012, 11:00–12:30
Location A305 – Hanken School of Economics

Management and Competences: A Dialectical View
Chair: Yrjö Engeström

Fernanda Liberali, Suzete Borelli and Maria Emilia de Lima
School management in creative chains: A process for schools transformations
Discussant: Jean-Louis Magakian
Jean-Louis Magakian
*Strategic thinking as ascending from the abstract to the concrete*
Discussant: Annalisa Sannino

Annalisa Sannino
*Competence in organizations: A historical and dialectical view*
Discussant: Fernanda Liberali

**Session III**

Thursday, July 5, 2012, 14:00–15:30
A305 – Hanken School of Economics

**Tool Design and Implementation in Activity Theory**
Chair: Annalisa Sannino

Régis Martineau
*From “control tools” to “open tools”: Uses and effectiveness of a reporting tool in a hospital*
Discussant: Hanna Toiviainen

Hanna Toiviainen, Jaana Nummijoki and Anna-Liisa Niemelä
*Organizational volition in the social and health care workers’ tension-laden implementation efforts*
Discussant: Benoît Tricard

Benoît Tricard and Philippe Lorino
*Designing mediating tools: An encounter between Peirce and Vygotsky*
Discussant: Régis Martineau

**Session IV**

Friday, July 6, 2012, 09:00–10:30
– Parallel Stream –

A305 – Hanken School of Economics

**Parallel Stream A**

**Tensions, Conflicts and Contradictions**
Chair: Philippe Lorino

Jenny Vainio and Annalisa Sannino
*Gendered contradictory and hegemonic forces in the work and careers of physicists in Finnish universities*
Discussant: Mandia Mentis
Roseanna Bourke, Mandia Mentis and John O’Neill
A runaway train-ing? Using CHAT to analyse tensions within a professional learning initiative
Discussant: Giuseppe Scaratti

Silvio Ripamonti and Giuseppe Scaratti
Safety practices in use: The adaptation of safety rules as a consequence of organizational contradictions
Discussant: Jenny Vainio

Location A403 – Hanken School of Economics

Parallel Stream B

Collaboration and Communication
Chair: Jean-Louis Magakian

Jonna Kangasoja
The challenges of collaborative design in urban planning contexts
Discussant: Satu-Mari Korhonen

Viviana Meschitti and Antonella Carassa
Communicating within a research team: How multiple objects are negotiated in an academic environment
Discussant: Jonna Kangasoja

Satu-Mari Korhonen
Movement between archetypes: From single format to hybrid theatre
Discussant: Viviana Meschitti

Session V Friday, July 6, 2012, 11:00–12:30
Location A305 – Hanken School of Economics

Activity Theoretical Change Efforts in Social and Health Care
Chair: Hanna Toivainen

Marcos Barros
Activity Theory as an analytical tool to understand micro-contradiction resolution: Multivoicedness in Quebec daycare centers
Discussant: Anu Kajamaa

Anu Kajamaa and Angelique Hilli
Clients’ initiatives and caregivers’ responses as windows into the organizational dynamics of care delivery: A methodological study
Discussant: Marc Thompson
Varpu Tissari and Hanna Toiviainen
Tools-mediation for organizational volition and the client’s voice: Case of a self-care model for patients with chronic illnesses
Discussant: Marcos Barros

Session VI
Saturday, July 7, 2012, 09:00–10:30
A305 – Hanken School of Economics

Change Laboratory as a Tool for Transforming Work and Organizations
Chair: Yrjö Engeström

Yrjö Engeström, Anu Kajamaa and Zlatko Bodrožić
Introductory keynote: Change laboratory as an intervention method

Hannele Kerosuo, Arja Haapasaari and Yrjö Engeström
The emergence of learners’ transformative agency in a change laboratory intervention
Discussant: Laura Seppänen

Zlatko Bodrožić
Experimenting with the change laboratory method in South Eastern Europe
Discussant: Yrjö Engeström

Session VII
Saturday, July 7, 2012, 11:00–12:30
– Parallel Stream –

Location
A305 – Hanken School of Economics

Parallel Stream A
Enterprises and Institutional Logics
Chair: Roseanna Bourke

Silke Geithner
Activity based learning: The interplay between individual and collective development in industrial enterprises
Discussant: Jean-Louis Magakian

Julien Malaurent and Jean-Louis Magakian
Enterprise systems in activity: From global control to local workaround in practice
Discussant: Laura Seppänen
Sub-theme 48

Laura Seppänen
*Examining activity concepts: Can institutional logics help?*
Discussant: Silke Geithner

**Location**
Lärarrummet – Hanken School of Economics

**Parallel Stream B**

**Interventions and Innovations Enhancing Learning and Change**
Chair: Anna-Liisa Niemelä

**Monika Hackel**
*From the abstract to the concrete. Bringing together activity theory and innovation research in VET*
Discussant: Juha Mäkinen

**Juha Mäkinen**
*Networked company activities: The case of a Kymi company*
Discussant: Jaana Nummijoki

**Jaana Nummijoki and Anna-Liisa Niemelä**
*Omission and invisible work: Why is documentation of clients' actions so difficult in home care?*
Discussant: Monika Hackel
DE-sign! Changing Change

Convenors
Elena P. Antonacopoulou, University of Liverpool Management School, UK; e.antonacopoulou@liv.ac.uk
Yvon Pesqueux, Conservatoire National des Arts et Métiers (CNAM), France; pesqueux@cnam.fr
Eila Szendy-El Kurdi, ISTEC Business School Paris, France; e.szendy@istec.fr

Session I
Location Thursday, July 5, 2012, 09:00–10:30
A-309 – Aalto School of Economics

Change and Emotions
Chair: Yvon Pesqueux, Eila Szendy-El Kurdi and Junko Takagi
Discussants: Michele Lancione, Junko Takagi, Ralf Wetzel, Frank E.P. Dievernich and Lore van Gorp

Roy Smollan
Emotional images of organizational change

Fay Giaever
Understanding the complexity of evolving emotional change-experiences

Kristianne Ervik
Deliberate dyslexia as a de-signing practice

Session II
Location Thursday, July 5, 2012, 11:00–12:30
A-309 – Aalto School of Economics

Changing Change Perspectives from Learning
Chair: Roy Kark Smollan and Junko Takagi
Discussants: Fay Giaever, Kristianne Ervik and Junko Takagi

Michele Lancione and Stewart Clegg
The chronotopes of change: Actor-networks in a changing business school
Sari Mattila
*De-signing the mind: Creating values, changing rhythm, and learning from frustration*

Clive Holtham, Ann Brown, Martin Rich and Angela Dove
*Liquid learning: Re-de-signing undergraduate management education*

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**Session III**

**Thursday, July 5, 2012, 14:00–15:30**

**Location** A-309 – Aalto School of Economics

**On-Going Change and Process**

Chair: Yvon Pesqueux, Eila Szendy-El Kurdi and Junko Takagi

Discussants: Paul Chan, Sari Mattila and Rémi Jardat

Ralf Wetzel, Frank E.P. Dievernich and Lore van Gorp

*Between a rock and a hard place. An expedition into the interspace of on-going change*

Anthony Hussenot and Richard Baskerville

*Experiential organization design: Neither entity nor process*

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**Session IV**

**Friday, July 6, 2012, 09:00–10:30**

**Location** A-309 – Aalto School of Economics

**Change Phenomenon and Ontology**

Chair: Yvon Pesqueux and Eila Szendy-El Kurdi

Discussants: Ann Brown, Anthony Hussenot and Yvon Pesqueux

Yvon Pesqueux and Rémi Jardat

*De-signing and re-signing change through rhetoric of action: Tropology of change management in French public administrations*

Paul Chan and Vivian Liang

*Whose line is it anyway? De-signing organisational change in the case of MyAirport moving to become more sustainable*

Paul Peigne

*So little time and so much to change: A structurationist case study on the limitations of rationalization*
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MANAGEMENT CONSULTANCY: EXPLORING THE BOUNDARIES AND ALTERNATIVES

CONVENORS  Stefan Heusinkveld, VU University Amsterdam, The Netherlands; s.heusinkveld@vu.nl
              Andrew Sturdy, University of Bristol, UK; andrew.sturdy@bristol.ac.uk
              Andreas Werr, Stockholm School of Economics, Sweden; andreas.werr@hhs.se

Session I  Thursday, July 5, 2012, 09:00–10:30
Location Room 2 – Aalto Executive Education

Shifting Boundaries in Client-Consultant Interactions
Chair: Andreas Werr

Andrew Sturdy, Nick Wylie and Christopher Wright
Management as consultancy? Internal consultants and change
Discussants: Lovisa Näslund and Frida Pemer

Lovisa Näslund and Frida Pemer
Through a glass, darkly: The dissolution and creation of boundaries in client-consultant interaction
Discussants: Andrew Sturdy, Nick Wylie and Christopher Wright

Session II  Thursday, July 5, 2012, 11:00–12:30
Location Room 2 – Aalto Executive Education

Management Consulting and Management Ideas
Chair: Frida Pemer

Monica Rolfsen
Lean navigators – Management consultants or consulting managers?
Discussants: Frank Dievernich and Patricia Wolf

Frank Dievernich and Patricia Wolf
“Consultancy – extra-ordinary”
Discussants: Jurriaan Nijholt and Patrick Reinmoeller
Jurriaan Nijholt, Pieter-Jan Bezemer and Patrick Reinmoeller
The adoption of popular management ideas and reputation effects
Discussant: Monica Rolfsen

Session III
Thursday, July 5, 2012, 14:00–15:30
Room 2 – Aalto Executive Education

Behind the Scenes of Consulting: Resistance, Dirty Work and Stress
Chair: Andrew Sturdy

Savita Kumra and Raffaella Valsecchi
Can the ‘white collar’ be ‘dirty’: Applying a ‘dirty work’ perspective to the case of management consultancy
Discussant: Darren McCabe

Darren McCabe
‘Solutions architects’: On the role of internal consultants in a local government authority
Discussants: Julia Muhlhaus and Onno Bouwmeester

Julia Muhlhaus and Onno Bouwmeester
The social construction of special people: Stretching consultants’ boundaries to cope with stress
Discussants: Savita Kumra and Raffaella Valsecchi

Session IV
Friday, July 6, 2012, 09:00–10:30
Room 2 – Aalto Executive Education

Beyond the Project Boundaries: The Broader Life of Consultants
Chair: Savita Kumra

Matthias Kipping
Beyond the generic: Consultants as individuals
Discussant: Patrizia Hoyer

Patrizia Hoyer
Once a consultant, always a consultant? Contextual resources in the construction of post-exit identities
Discussant: Yvette Taminiau
Yvette Taminiau
Golf and skyboxes: The homo ludens and how consultants engage in the non-consulting activities with clients
Discussant: Matthias Kipping

Session V
Friday, July 6, 2012, 11:00–12:30
Room 2 – Aalto Executive Education

Constructing Boundaries: Identities, Occupations and Coalitions
Chair: Darren McCabe

Natalia Nikolova and Jonathan Pratt
The strategic use of the insider/label label in client-consultant projects
Discussants: Staffan Furusten, Andreas Werr and Susanna Alexius

Staffan Furusten, Andreas Werr and Susanna Alexius
Idealist innovations and Emperor’s new clothes – CSR and the consultancy sector. What services are offered and by whom?
Discussants: Stefan Heusinkveld, Claudia Groß and Timothy Clark

Stefan Heusinkveld, Claudia Groß and Timothy Clark
Rethinking the management intellectual: Exploring the discursive legitimation of management practitioners’ attitudes
Discussants: Natalia Nikolova and Jonathan Pratt

Session VI
Saturday, July 7, 2012, 09:00–10:30
Room 2 – Aalto Executive Education

Crossing Boundaries: Enhancing Legitimacy and Knowledge Flows
Chair: Stefan Heusinkveld

Giacomo Carli and Alessandro Grandi
Can consultants influence dynamic capabilities? A multiple case study
Discussant: Stephanos Avakian

Stephanos Avakian
Manifestations of moral legitimacy in the client consultant relationship
Discussants: Ulrik Brandi and Bente Elkjaer
Ulrik Brandi and Bente Elkjaer
Organizational learning across boundaries – A case of management consultancy
Discussants: Giacomo Carli and Alessandro Grandi

Session VII
Saturday, July 7, 2012, 11:00–12:30
Room 2 – Aalto Executive Education

Contested Boundaries: Colonization and Alternatives
Chair: Monica Rolfsen

Guillaume Carton
Academic consulting as an alternative to management consulting
Discussant: Stephanie Hurt

Stephanie Hurt
Two of the paths followed by IT service providers diversifying into management consulting: Insourcing and outsourcing
Discussant: Annika Schilling

Annika Schilling
Communication consultants: The establishment of a new professional role identity
Discussant: Guillaume Carton
MARXIST STUDIES ON ORGANIZATION: THE CHALLENGES OF DESIGN

CONVENORS
Paul S. Adler, University of Southern California, USA; padler@usc.edu
Rick Delbridge, Cardifğf Business School, UK; delbridger@cardiff.ac.uk
Matt Vidal, King’s College London, UK; mgvidal@gmail.com

Session I Location
Thursday, July 5, 2012, 09:00–10:30
A-307 – Aalto School of Economics

Consciousness and Action
Chair: Matt Vidal

Christopher Hartt, Albert Mills and Jean Helms Mills
Labour action or communist sabotage?
Presenter: Prabhir Vishnu Poruthiyil

Paul S. Adler
Capitalism creates the “the new socialist man” (and woman)
Presenter: Paul Brook

Session II Location
Thursday, July 5, 2012, 11:00–12:30
A-307 – Aalto School of Economics

The Labor Process I
Chair: Rick Delbridge

Matt Vidal
Low-autonomy work and bad jobs in postfordist capitalism
Presenter: Chris Smith

Jonas A. Ingvaldsen
Worker autonomy: A structural Marxist analysis
Presenter: Christopher M. Hartt

Elcemir Paço-Cunha
Marx, Weber and bureaucracy
Presenter: Paul S. Adler
Session III Thursday, July 5, 2012, 14:00–15:30  
A-307 – Aalto School of Economics

**Hegemony and the Labor Process**  
Chair: Paul Adler

Evren Hosgor  
*The role of organic intellectuals in mediating management ideas: A case from Turkish academia*  
Presenter: Beatriz Couto

Giuliano Maielli  
*Explaining lock-in through the concept of hegemony: Evidence from the Italian car industry*  
Presenters: Burçe Vesile Gültekin and Askin Zafer Saltoğlu

Burçe Vesile Gültekin and Askin Zafer Saltoğlu  
*Labour process and employment relations in the Turkish film industry*  
Presenter: Paul Goldman

Session IV Friday, July 6, 2012, 09:00–10:30  
A-307 – Aalto School of Economics

Cancelled

Session V Friday, July 6, 2012, 11:00–12:30  
A-307 – Aalto School of Economics

**The Labor Process II**  
Chair: Matt Vidal

Prabhir Vishnu Poruthiyil  
*Persistence of hypocrisy despite ‘near-death experiences’: Dialectical analysis of bureaucratic-professional designs*  
Presenter: Giuliano Maielli

Alessandro Gandini  
*Reputation economy in creative and cultural industries. A study on freelance networks.*  
Presenter: Jonas Ingvaldsen
Session VI  
Saturday, July 7, 2012, 09:00–10:30  
A-307 – Aalto School of Economics  

Ideas and Materialism  
Chair: Rick Delibridge  

Paul Goldman  
*Why is there no Marxian sociology of organizations in the United States?*  
Presenter: Matt Vidal  

Beatriz Couto  
*Structural changes in social relation of intellectual production: from the classical intellectual to collectivized work*  
Presenter: Elcemir Paço-Cunha  

Paul Brook  
*I’m not the only one! Emotional labour power, materialist subjectivity and the individual-collective experience*  
Presenter: Alessandro Gandini  

Session VII  
Saturday, July 7, 2012, 11:00–12:30  
A-307 – Aalto School of Economics  

Discussion: Reflection on the Sub-theme and Moving Forward  
Chair: Paul S. Adler
CREATING ORGANIZATIONAL LIFE: EMBODIED ART, AESTHETICS AND DESIGN

CONVENORS
Wendelin M. Küpers, School of Management, Massey University, New Zealand; W.Kupers@massey.ac.nz
Arja Ropo, School of Management, University of Tampere, Finland; arja.ropo@uta.fi
Matt Statler, Leonard N. Stern School of Business, New York University, USA; mstatler@stern.nyu.edu

Session I
Thursday, July 5, 2012, 09:00–10:30
H-535 – Chydenia

Space
Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Astrid Huopalainen
Organizing the fashion factory – Case Finnish catwalk

Ellen Loots
An exploration of an organization form: Artists’ residences

Ray Griffin
The Flaneur: Loitering through fun workplaces

Session II
Thursday, July 5, 2012, 11:00–12:30
H-535 – Chydenia

Creative
Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Steven Taylor
Craft mastery: Towards a theory of artful management action

Tuomas Kuronen
Aesthetics of knowledge in organizations

Ruth Damian
Academic matter and the office as a site of constitutive entanglement
Session III  Thursday, July 5, 2012, 14:00–15:30
H-535 – Chydenia

Aesthetics and Leadership
Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Erika Sauer
*Shame as an aesthetic leadership practice*

François Duhamel, Alexander Niess and Fabien De Geuser
*The meaning of aesthetical management*

Session IV  Friday, July 6, 2012, 09:00–10:30
H-535 – Chydenia

Living Work Design
Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Sören Augustinsson
*Art and workplace: New space-in-between that gives opportunities for sensemaking and re-design of the organisational scene*

Donatella De Paoli and Arja Ropo
*Leadership in an open and flexible office space design*

Anne Pässilä, Pekka Korhonen and Allan Owens
*Who has the main role in the intersection of arts and organizational life?*

Session V  Friday, July 6, 2012, 11:00–12:30
H-535 – Chydenia

Embodied Design
Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers

Laura Sinisalo
*The aesthetic field of leadership in a design firm*

Karen Dale and Yvonne Latham
*Re-creating organizational design: Embodiment, materiality and the social/political*
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<td><strong>Emotion</strong></td>
<td>Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers</td>
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<td><strong>Norbert Steigenberger</strong></td>
<td><em>Sensemaking, sensegiving, and emotions in organizational change processes</em></td>
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<td><strong>Frank Martela</strong></td>
<td><em>Caring connections – The art of embodied mutuality in organizational life</em></td>
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<td><strong>Kätlin Pulk and Tuomas Santeri Ketola</strong></td>
<td><em>Meaning of change: A source of resistance</em></td>
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<td><strong>Organization &amp; Final Round</strong></td>
<td>Chair: Arja Ropo, Matt Statler and Wendelin M. Küpers</td>
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<td><strong>Claudia Schnugg and Luc Peters</strong></td>
<td><em>Silence &amp; Geiselnahme. Einstürzende Neubauten and organization.</em></td>
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<td><strong>Tatjana Byrne and Soo Hee Lee</strong></td>
<td><em>Competing discourse on the aesthetics of contemporary dance in the UK: The impact of changing cultural policy on community dance organisations</em></td>
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<td><strong>Perttu Salovaara</strong></td>
<td><em>The method of walking the field path</em></td>
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ORGANIZING IN PROJECTS AND TEMPORARY ORGANIZATIONS

CONVENORS
Jaakko Kujala, University of Oulu, Finland; jaakko.kujala@oulu.fi

Hans Georg Gemünden, University of Technology Berlin, Germany; hans.gemuenden@tim.tu-berlin.de

Thomas G. Lechler, Howe School, Stevens Institute of Technology, USA; thomas.lechler@stevens.edu

Session I Location
Thursday, July 5, 2012, 09:00–10:30
A-301 – Aalto School of Economics

Managing in the Context of Projects and Temporary Organizations
Chair: Jaakko Kujala

Karlos Artto
Opening of the sub-theme

Jaakko Kujala
Understanding complexity in project business

Anna Goussevskaia, Michael Bresnen and Jacky Swan
Project organization, learning mechanisms and dynamic capabilities

Richard Tee and Andrew Davies
Modular components, integrated practices: Managing complexity and interdependence in temporary organizations

Leon Oerlemans, Rene Bakker, Andreas Schwab and Joris Knoben
Alternative modes of entrepreneurial opportunity exploitation: The case of inter-organizational projects

Maria Kapsali and Jens Roehrich
Contractual governance of complex projects
Session II

Thursday, July 5, 2012, 11:00–12:30
– Parallel Stream –

Location
A-301 – Aalto School of Economics

Parallel Stream A
Planning and Control in Temporary Organizations
Chair: Karlos Artto
Comment: Rolf Lundin

Simon Dischner, Jost Sieweke and Stefan Süß
Rules in temporary organizations – An explorative study

Sylvain Lenflé
Toward a genealogy of project management: Sidewinder and the management of exploratory projects

Pertti Aaltonen, Thomas Lechler and Karlos Artto
The influence of ergodic economic theory on the foundations of theorizing on projects

Mark Hall, Christopher Lewis and Elmar Kutsch
Why rules are not enough: The role of high reliability in the UK’s Ministry of Defence procurement projects

Elisa Vuori and Pertti Aaltonen
Realized strategy formation in an adhocracy

Trygve Steiro, Agnar Johansen, Siva Ekambaram and Hans Petter Krane
Exploring uncertainty and flexibility in projects: Towards a more dynamic framework?

Paolo Canonico
Coping with paradoxes: The interplay of control modes in R&D projects

Serghei Floricel, Sorin Piperca and Marc Banik
The structuring effect of planning on project organizations
Location A-501 – Aalto School of Economics

Parallel Stream B

**Capability Building in Project Organizations**
Chair: Inkeri Ruuska

Sandra Regina Rocha-Pinto, Ricardo Sanctus and Luis Claudio Pereira
*Organization learning in complex temporary organizations applied to the Brazilian Marine Corps FCL (Field Combat Logistics)*

Christopher Biesenthal, Kalpana Vignehsa, Shankar Sankaran, Tyrone Pitsis and Siegfried Gudergan
*Tools of change: Exploring the duality of dynamic capabilities in project-based organizations*

Claus Beringer, Wilderich Heising and Hans Georg Gemünden
*Understanding key players in the project portfolio renewal process: How do project portfolio managers construe stakeholder behavior*

Yijiang Wu, Andrew Davies and Lars Frederiksen
*Renewal, reuse and reinforcement: Building project-based capabilities to enter, grow and shape the nascent market for integrated sustainable design solutions*

Session III Thursday, July 5, 2012, 14:00–15:30
Location A-301 – Aalto School of Economics

**Collaboration in Projects**
Chair: Thomas Lechler

Aukje S. Leufkens and Niels G. Noorderhaven
*Accounts of interest and collaborative behavior in projects*

Niels G. Noorderhaven, Leon Oerlemans, Rik Ligthart and R.P.J.H. Rutten
*Go with the flow or stick to one’s guns: Collaboration flexibility and rigidity in interfirm projects*

Tuomas Ahola
*Colourful relationships*

Jussi Heikkilä, Inkeri Ruuska and Karlos Artto
*Procurement of supplier capability for customer’s long-term performance*
Session IV  
Friday, July 6, 2012, 09:00–10:30  
A-301 – Aalto School of Economics  

Distributed Projects  
Chair: Kirsi Aaltonen

Jonas Söderlund  
Opening of the day

Jonas Soderlund and Rene Bakker  
Taking project management beyond the juncture: The case for good reviewing

Metin Onal Vural  
Complexity, design and learning in distributed projects

Anne Live Vaagaasar and Donatelle de Paoli  
How is space and place connected with project work?

Sunila Lobo  
“We know what we should be doing but we aren’t doing it!” Embedding learning across projects over time and space

Therese Dille and Anne Live Vaagaasar  
Projects on the run: Dimensions of temporal complexity in multi-actor project organizing

Session V  
Friday, July 6, 2012, 11:00–12:30  
A-301 – Aalto School of Economics  

Learning and Capabilities  
Chair: Fredrik Tell

Fredrik Tell  
Keynote

Fredrik Tell, Jonas Söderlund and Michael Hobday  
Capability formation in P-form corporations: An emerging perspective on project-based organizations

Sabrina Loufrani-Fedida and Stéphanie Missonier  
Understanding competencies in project-based organizations: A multilevel and global perspective
Virpi Turkulainen and Inkeri Ruuska
Facilitating exploratory and exploitative learning in the context of a major technological change – The shifting role of Technology Office

Christian Garaus, Barbara Müller, Wolfgang H. Güttel, Stefan Konlechner and Hubert Lackner
Balancing, fueling and linking exploratory and exploitative learning: How ambidexterity and absorptive capacity interplay through project designs

Session VI
Saturday, July 7, 2012, 09:00–10:30
– Parallel Stream –

Location
A-301 – Aalto School of Economics

Parallel Stream A
Project Networks and Stakeholder Management
Chair: Grant Savage

Grant Savage
Keynote

Kirsi Aaltonen, Tuomas Ahola and Karlos Artto
Path dependence, path creation and stakeholder network dynamics during the early project stage: The case of the Tapiola commercial center development project

Bertrand Pauget and Andreas Wald
Relational competence in complex temporary organizations: The case of a French hospital construction project network

Pernille Eskerod and Anne Live Vaagaasar
Stakeholder management strategies and practices during a project course

Thommie Burström, Tomas Blomquist and Thomas Biedenbach
Business model changes via projects and platforms developments: A boundary perspective
Disruptions in Project Industries
Chair: Hans Georg Gemünden

Felix von Pechmann, Christophe Midler, Rémi Maniak, Florence Charue-Duboc and Romain Beaume
Managing systemic disruption projects in the automotive industry: Towards a comparative analysis of electric mobility initiatives

Rebecca Henn
Border patrol: Emergent jurisdiction in the fragmented field of building design and construction

Kalpana Vignehsa, Christopher Biesenthal, Anjana Anandakumar, Stewart Clegg, Siggi Gudergan, Tyrone Pitsis and Shankar Sankaran
Double moral hazard on projects: Existing beyond the confines of agency theory

Liisa Sallinen and Magnus Hellström
Structures from scratch – The link between industry architectures and nuclear power projects

Innovativeness and Knowledge Integration
Chair: Rolf Lundin

Jonas Söderlund
Organizing knowledge integration in R&D projects: The role of knowledge entrainment

Floor van den Born
Fostering creativity in groups: Balancing repeat collaboration and external memberships

Christian Urhahn and Patrick Spieth
Managing innovativeness in innovation project portfolios – A conceptual framework
Michael Hopkins, Paul Nightingale and Charles Baden-Fuller
*Servant firms in drug discovery: A neglected project-based organisational form*

Rolf Lundin and Tuomas Ahola
*Closing of the sub-theme*
INFORMATION AND COMMUNICATION TECHNOLOGIES AND THE WORK-LIFE BOUNDARY

CONVENORS
Donald Hislop, School of Business and Economics, Loughborough University, UK; d.hislop@lboro.ac.uk

Petra M. Bosch-Sijtsema, Chalmers University of Technology, Gothenburg, Sweden; petra@petrabosch.com

Angelika Zimmermann, School of Business and Economics, Loughborough University, UK; a.zimmermann@lboro.ac.uk

Session I
Thursday, July 5, 2012, 09:00–10:30
Location A-408 – Aalto School of Economics

The Role of Mobile ICTs in Boundary Management
Chair: Donald Hislop and Petra M. Bosch-Sijtsema

Shiva Sayah
Information and communication technologies and their influence on work-life boundaries: The case of independent contractors

Alexandre Mallard, Anca Boboc and Fabienne Gire
The work/life boundary and the socio-technical inscription of communication practices: The case of mobile and email uses

Session II
Thursday, July 5, 2012, 11:00–12:30
Location A-408 – Aalto School of Economics

Web 2.0/Social Media and the Work-Life Boundary
Chair: Donald Hislop

Steffi Siegert
Social technology and boundaries as a conscious effort – PhD students between job and lifestyle

Tingyu Kang
Network sociality and work-life boundary: How an ICT-dependant networking culture rises to blur the work/non-work boundary
Paula O’Kane and Janneke Hoek
*Publishing personal information online: How employers’ access, observe and utilise social networking sites within selection procedures*

**Session III**

**Location**
Thursday, July 5, 2012, 14:00–15:30
A-408 – Aalto School of Economics

**Health, Wellbeing, ICTs and the Work-Life Boundary**
Chair: Petra M. Bosch-Sijtsema

Isaac Pio and Edwina Pio
*The qi of technology: Making space for balance*

Johanna Koroma, Ursula Hyrkkänen and Matti Vartiainen
*Obstacles when working in multiple places*

**Session IV**

**Location**
Friday, July 6, 2012, 09:00–10:30
A-408 – Aalto School of Economics

**ICTs and Virtual Collaboration/Innovation**
Chair: Donald Hislop

Jyri Manninen and Helena Kantanen
*Learning, working and innovating in virtual communities of practice*

Meera Sarma and Alice Lam
*Knowledge creation and innovation in the virtual community – Exploring practices in hacker communities*

Jordi Comas and F. Ted Tschang
*The promise and pitfalls of design for social innovation in virtual worlds: The CoLab case study*
Session V
Location
Friday, July 6, 2012, 11:00–12:30
A-408 – Aalto School of Economics

Telework and the Work-Life Boundary
Chair: Petra M. Bosch-Sijtsema

Svein Bergum
The role of distance dimensions and work life balance in innovative telework in remote areas in Norway

Mona Mustafa
Balance or burnout? Self-employed teleworkers and their work-life boundaries

Session VI
Location
Saturday, July 7, 2012, 09:00–10:30
A-408 – Aalto School of Economics

The Relationship between Organizational/Sectoral Context and the Work-Life Boundary
Chair: Donald Hislop and Petra M. Bosch-Sijtsema

Csaba Kiss, Henriett Primecz, Andrea Toarniczky, Sara Csillag, Roland Szilas and Katalin Bácsi
The antecedents and consequences of work-family conflicts: Lessons learned from employee friendly organizations

Pierre Laniray
Technological artifacts and occupational identity: An under-explored relationship?

Concluding Discussion

Session VII
Location
Saturday, July 7, 2012, 11:00–12:30

Cancelled
INEQUALITY BY DESIGN? THE IMPACT OF ORGANIZATIONAL PRACTICES ON INDIVIDUAL EMPLOYMENT OUTCOMES

CONVENORS Isabel Fernandez-Mateo, London Business School, UK; ifernandezmateo@london.edu
Emilio J. Castilla, MIT Sloan School of Management, USA; ecastilla@mit.edu
Olav Sorenson, Yale School of Management, New Haven, USA; olav.sorenson@yale.edu

Session I Location Thursday, July 5, 2012, 09:00–10:30
A306 – Hanken School of Economics
The Organizational Sources of Rising Inequality
Chair: Emilio J. Castilla

Emilio J. Castilla and Isabel Fernandez-Mateo
Welcome and general introduction

J. Adam Cobb and Gerald F. Davis
What explains the paradox of hierarchy?

John C. Dencker and Chichun Fang
Corporate restructuring and wage inequality

Session II Location Thursday, July 5, 2012, 11:00–12:30
A306 – Hanken School of Economics
Outsourcing, Temporary Work and Stratification
Chair: Isabel Fernandez-Mateo

Rita Fontinha, Bas Koene, Maria José Chambel and Nele De Cuyper
HR attributions and the dual commitment of temporary agency workers and outsourced workers: Implications on performance
Marie-Rachel Jacob
*Employment status diversity and workplace inequality: Bridging individual and collective levels by studying blended work groups in a firm*

Joseph R. Keller and Matthew Bidwell
*Promote or hire? The determinants of internal versus external mobility in a professional services firm*

**Session III Thursday, July 5, 2012, 14:00–15:30**
**A306 – Hanken School of Economics**

**Identity, Perceptions and Employment**
Chair: Olav Sorenson

Christina Keinert-Kisin, Reinhold Hatzinger and Sabine T. Koeszegi
*What’s in a name? A personnel selection experiment on gender bias in job applicant assessment*

Ming D. Leung
*Job categories and geographic identity: A category stereotype explanation for occupational agglomeration*

**Session IV Friday, July 6, 2012, 09:00–10:30**
**A306 – Hanken School of Economics**

**Gender and Age Discrimination**
Chair: Emilio J. Castilla

Roberto Fernandez and Santiago Campero
*Gender sorting and the glass ceiling in high tech*

Lauren A. Rivera and Katherine Gan
*Glass floors and glass ceilings: Sex homophily and heterophily in job interviews*
Session V
Location A306 – Hanken School of Economics

The Effects of HR Practices and Policies
Chair: Isabel Fernandez-Mateo

Argyro Avgoustaki
High performance work practices, work uncertainty, and employee overtime. The mediating role of high performance work practices

Rocio Bonet, Tor Eriksson and Jaime Ortega
Up for review: Unravelling the link between formal evaluations and merit-based practices

Session VI
Location A306 – Hanken School of Economics

Promotion Policies and Inequality
Chair: Olav Sorenson

Adina D. Sterling and Chris Rider
Shared education affiliation and workplace relationships

Matthew Bidwell, Shinjae Won and Roxana Barbulescu
Stairway to heaven? The effects of prior employers’ status on subsequent employment outcomes

Pernille Gjerløv-Juel and Christina Günther
Heroes today – but what about tomorrow? Gazelles and their long-run performance

Session VII
Location A306 – Hanken School of Economics

The Long-Run Consequences of Organizational Attachments
Chair: Emilio J. Castilla

Michael Bognanno and Eduardo Melero
Promotion signals, age and education

Catherine R. Albiston, Shelley J. Correll, Traci Tucker and Christina Stevens
Laws, norms, and the caretaker penalty
PRACTICES OF INTER-ORGANIZATIONAL COLLABORATION: DESIGNED OR EMERGING?

Convenors
Kristina Lauche, Radboud University Nijmegen, The Netherlands; k.lauche@fm.ru.nl
Hans Berends, VU University Amsterdam, The Netherlands; j.j.berends@vu.nl
Anne-Laure Fayard, Polytechnic Institute of New York University; alfayard@poly.edu

Session I
Thursday, July 5, 2012, 09:00–10:30
Maxen – Hanken School of Economics

Design and Emergence of Interorganizational Collaboration
Chair: Kristina Lauche

Sarah Evans, Harry Scarbrough and Sue Newell
Explicitly-designed and inherently-formed approaches for supporting inter-organisational collaboration in healthcare: Developing the distinction between 'bridging' and 'blurring' boundary spanning mechanisms

Markos Zachariadis, Eivor Oborn, Michael Barrett and Celine Miani
Designing orchestration processes to support health innovation networks: Exploring clinical commissioning groups (CCGs) in action in the UK

Gail Greig, Nic Beech, Paul Hibbert, Elizabeth Gulledge and Charlotte Gilmore
Design and emergence in collaborative music making
Session II Thursday, July 5, 2012, 11:00–12:30
Maxen – Hanken School of Economics

Emerging Practices in Crowdsourcing and Open Innovation
Chair: Hans Berends

Natalia Levina and Anne-Laure Fayard
*Tapping into diversity through open innovation platforms: The emergence of boundary spanning practices*

Lars-Olof Lychnell, Pernilla Bolander and Andreas Werr
*Exploring the dialectics of inter-organizational collaboration for innovation – The development of SVT iPhone app*

Sirkka L. Jarvenpaa and Liisa Välikangas
*Open revealing: The evolution of pre-revealing behaviors in open innovation constellations*

Session III Thursday, July 5, 2012, 14:00–15:30
Maxen – Hanken School of Economics

Artefacts in Interorganizational Practices
Chair: Anne-Laure Fayard

Alice Comi and Martin J. Eppler
*Visual artefacts in inter-organizational teamwork: Exploring the duality between designed and emergent use*

Jennifer Whyte
*Commitments in coordination and control: Digital integration and prototyping practices*

Hannele Kerosuo, Tarja Mäki and Jenni Korpela
*Windows to collaborative uses of BIM: Emerging breakpoints of coordination in BIM-mediated building design*

Sami Paavola and Reijo Miettinen
*Beyond a technological utopia: Incremental development and multifunctionality of building information modeling (BIM)*
Session IV  
Friday, July 6, 2012, 09:00–10:30  
– Parallel Stream –

Location  
Lärarrummet – Hanken School of Economics

Parallel Stream A  
Collaboration in Research  
Chair: Hans Berends

Maria C. Binz-Scharf, Yuval Kalish and Leslie Paik  
The role of databases in scientific collaboration: A multilevel perspective

Yun Su  
Scientists’ practices of knowing for innovation ecologies: A look from academic-industry collaboration

Angela McCabe and Rachel Parker  
Identifying power in university-industry collaborations

Location  
Maxen – Hanken School of Economics

Parallel Stream B  
Development of Interorganizational Networks  
Chair: Kristina Lauche

Frederik M. Metzger, Thomas Armbruester and Stefan Berwing  
Pathways of engineered, autonomous, and hybrid coordination in inter-organizational networks: A comparative analysis

Marcello M. Mariani and Mika Kylänen  
Coopetitive practices in time and space: Empirical evidence from tourism destinations

Alessandro Giudici and Patrick Reinmoeller  
Who hosts the party? The design of emergent interorganizational relationships in networking events

Linda Pomeroy, Jane Hendy, Dimitrios Spyridonidis and James Barlow  
Development of inter-organisational practices – A design perspective
Session V

Friday, July 6, 2012, 11:00–12:30
Maxen – Hanken School of Economics

Boundaries and Boundary Objects
Chair: Anne-Laure Fayard

Karen Smits and Alfons van Marrewijk
Practices of collaboration in the Panama Canal expansion program: Finding common ground

Raoni Rajão and Niall Hayes
Boundary objects and blinding: The contradictions of inter-organizational collaboration in the Amazon

Isidora Kourtì and Lucia Garcia-Lorenzo
Collaboration as an emergent space of practice: Activating boundaries in a Greek educational partnership

Lieke Oldenhof, Annemiek Stoopendaal and Kim Putters
Coordinating care, welfare and housing: An interactive interplay between boundary objects and boundary people

Session VI

Saturday, July 7, 2012, 09:00–10:30
– Parallel Stream –

Location
Lärarrummet – Hanken School of Economics

Parallel Stream A

Collaborative and Participative Practices
Chair: Kristina Lauche

Arto Huuskonen and Virpi Turkulainen
Adoption of network management practices – Contingency and institutional explanations

Nicolas Arnaud and Bertrand Faure
From technologically formalized to emergent communicative inter-organizational practices: Do IIS really reduce “poor” communication? An inquiry inside the French furniture industry

Leonore van den Ende and Alfons van Marrewijk
The practice of organizational rituals in infrastructure megaprojects
Maxen – Hanken School of Economics

Parallel Stream B

Interorganizational Knowledge Processes
Chair: Anne-Laure Fayard

Nicole Bischof
Knowledge communication as practice of inter-organizational collaboration: Actors, attitudes and artifacts

Yuanyuan Wu and Paola Perez-Aleman
How firms create knowledge through collaborations

Alan O’Sullivan
Managing transaction boundaries in the outsourcing of complex new-product development

Strategizing and Interorganizational Collaboration
Chair: Hans Berends

Felix Werle and David Seidl
Inter-organizational strategizing as extension of sensemaking capacities

Fleur Deken, Hans Berends, Kristina Lauche and Gerda Gemser
The emergence of interorganizational collaboration: A process study of the relations between strategizing and initiating practices

Dorthe Eide and Lars Fuglsang
Open and domestic types of networking in the experience economy: Between design and emerging?
**Designing Organizational Control: Paths and Stakes of a Practice-Based Perspective**

**Convenors**
Yoann Bazin, ESG Management School, France; ybazin@esg.fr  
Laurent Magne, DRM–CREFIGE, Université Paris-Dauphine, France; magne@crefige.dauphine.fr  
Jérôme Méric, CEREGE-IAE de Poitiers, France; jmeric@iae.univ-poitiers.fr

**Session I**
**Location** Thursday, July 5, 2012, 09:00–10:30  
E-125 – Arkadia

**Action and Reflexity Dynamics: Control as Practice (1)**
Chair: Yoann Bazin, Stefan Konlechner, Laurent Magne and Jérôme Méric  
Discussant: Ruth Murray-Webster

**Convenors**
*Introduction to the sub-theme and of participants*

Christelle Théron  
*An attentional lens on control in managers’ daily practices*

Stéphan Pezé  
*Controlling managers ‘becoming’: The practices of identity regulation*

**Session II**
**Location** Thursday, July 5, 2012, 11:00–12:30  
E-125 – Arkadia

**Beyond Managerial Toolkits: Organizational Control (1)**
Chair: Stefan Konlechner  
Discussant: Simy Joy

Rémi Jardat  
*“Diatopic” as a lens for control analysis and control design – An illustration by the problem of operational risk in banks and banking systems*
Marc Lenglet
*Beyond procedural conformity: Compliance officers and the ambiguous making of financial regulation*

Jens Rennstam
*Circumnavigating managerial practice: Peer reviewing, translation, and productive disobedience as horizontal control in a high-tech firm*

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**Session III**
Thursday, July 5, 2012, 14:00–15:30
E-125 – Arkadia

**Constraints and Capabilities: The Double Path of Organizational Control (1)**
Chair: Yoann Bazin
Discussant: Jetta Frost

Thomas Nobin
*Control and autonomy irony inherent in communities-of-practice analyzed from a power perspective using group level of analysis*

Simy Joy
*Control in boundary transcending work units: Learning from outsourced IT services delivery teams*

Amaury Grimand, Ewan Oiry and Aurélien Ragaigne
*Extending Foucault – Constraint and Empowerment: The dual dimension of control tools*

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**Session IV**
Friday, July 6, 2012, 09:00–10:30
E-125 – Arkadia

**Action and Reflexity Dynamics: Control as practice (2)**
Chair: Jérôme Méric
Discussant: Esther Maier

Ruth Murray-Webster and Harvey Maylor
*How a well managed change programme yielded no change and what this tells us about change and control: A structuration perspective*

Yoann Bazin
*Controlling practices, dead-end or keystone?*
Andrey Pavlov and Mike Bourne  
*Management control in practice: Analyzing the effect of management control through the lens of organizational routines*

**Session V**  
**Location**  
Friday, July 6, 2012, 11:00–12:30  
E-125 – Arkadia

**Beyond Managerial Toolkits: Organizational Control (2)**  
Chair: Laurent Magne  
Discussant: Ewan Oiry

**Esther Maier**  
*The accounts behind the story: Budgeting practices in cultural production*  
Robert Holmberg, Magnus Larsson and Peter Svensson  
*Leading in the cage: Managing the tension between reality and employee surveys*

**Claire Ciampi**  
*Control practices and information technology: The case of collaborative databases in product development activities*

**Session VI**  
**Location**  
Saturday, July 7, 2012, 09:00–10:30  
E-125 – Arkadia

**Constraints and Capabilities: The Double Path of Organizational Control (2)**  
Chair: Jérôme Méric  
Discussant: Andrey Pavlov

**Stefan Konlechner**  
*Knowledge evolution and the development of replication strategies*

**Stéphanie Chatelain-Ponroy and Sophie Morin-Delerm**  
*The sustainable development reporting: A new organizational practice in higher education institutions?*

**Evelyne Misiaszek**  
*Impulsing organizational change: The happy union of a management control system and familiness*
Beyond Managerial Toolkits: Organizational Control (3) and Agenda for Further Research
Chair: Yoann Bazin, Stefan Konlechner, Laurent Magne and Jérôme Méric
Discussant: Thomas Nobin

Jetta Frost, Rick Vogel and Khaled Bagban
Towards a combinative approach to management control: How control mechanisms interact in a multi-business firm

Laurent Taskin and Gabriel Van Bunnen
Knowledge sharing and control intensification: A longitudinal case study

Summary of key issues raised in the sub-theme and future steps
Best Paper Awards 2012
# Key

- **AAR** = EGOS Workshop on the Art of Academic Reviewing
- **KnS** = Keynote speaker
- **ME** = Meet the Editors
- **P-1** = Plenary 1: “Organizational Design: Art: Craft or Science?”
- **P-2** = Plenary 2: “Gendering Design – Designing Genders?”
- **P-3** = Plenary 3: “Institutions and Design?”
- **Post-Doc** = Post-Doctoral and Early Career Scholars Pre-Colloquium Workshop
- **PDW-1** = Paper Development Workshop “Gender and Diversity”
- **PDW-2** = Paper Development Workshop “Strategy as Practice”
- **PDW-3** = Paper Development Workshop “Organizational Institutionalism”
- **PDW-4** = Paper Development Workshop “History and Organization Studies”
- **PhD** = PhD Pre-Colloquium Workshop
- **S-P** = Sub-Plenary: Remembering … Max Boisot
- **S-MB** = Seminar: “Building on the Work of Max Boisot …”

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</table>
Aalto School of Economics Main Building
Runeberginkatu 14–16

Ground floor

Venue

A-153

B-163

WC

Registration

Central Information

Exhibition

Restaurant Rafla
Aalto School of Economics Main Building
Runeberginkatu 14–16

3rd floor

Venue


Computer classroom

Computer classroom

WC

WC
Aalto School of Economics Main Building
Runeberginkatu 14–16

4th floor

5th floor
Hanken School of Economics Main Building
Arkadiankatu 22

Basement

Futurum
Hanken School of Economics, Main Building
Arkadiankatu 22

3rd floor
Hanken School of Economics, Main Building
Arkadiankatu 22

4th floor
Hanken School of Economics Main Building
Arkadiankatu 22

5th floor

Lärarrummet

WC
Arkadia
Lapuankatu 6
Basement
Arkadia
Lapuankatu 6

Ground floor
Arkadia
Lapuankatu 6

3rd floor
Chydenia
Runeberginkatu 22–24

Basement
Ground floor
Chydenia
Runeberginkatu 22–24

3rd floor
Chydenia
Runeberginkatu 22–24

5th floor