29th EGOS Colloquium

Bridging Continents, Cultures & Worldviews

July 4–6, 2013 Montréal, Canada

Hosted by HEC Montréal and Université de Montréal

Colloquium Program
Bienvenue
Welcome!
## Contents

### General Information
- Organizers 8
- Venue 9
- Transportation 11
- Partners, Sponsors and Exhibitors 14
- Social Events 16
- Colloquium Registration: Guidelines & Information 18
- Coffee and Lunch 21
- Technical Equipment 21
- Further Useful Information 21

### Pre-Colloquium Events
- Pre-Colloquium PhD Workshop 23
- Pre-Colloquium Post-Doctoral and Early Career Scholars Workshop 26
- Workshop on the Art of Academic Reviewing 29
- Development workshop: Organizational Trust 30
- Development workshop: Gender and Diversity 31
- Development workshop: Strategy as Practice 32
- Development workshop: Bridging Perspectives on Societal Systems: Logics, Orders of Worth, Leitideen 33
- Development workshop: Using Historical Methods in Organizational Research 35
- Development workshop: Debating the Future of Corporate Social Responsibility 37
- Development workshop: Multi-Nationals as Social Actors 38
- New Ways of Writing Organizational Ethnography 39
- Women’s Network Meeting 2013 41
- Other (pre-) Colloquium Meetings 42

### Colloquium
- General theme 44
- Colloquium Timetable 45
- Opening Ceremony 48
- Sub-Plenary 1: Bridging North-American and European Institutionalisms 50
- Sub-Plenary 2: Bridging Prosperity and Sustainability 52
- Sub-Plenary 3: Bridging Culture, Values and Forms in Creative Industries 54
- Sub-Plenary 4: Bridging Theory and Practice in Organizational Change 56
- Sub-Plenary 5: Bridging Discourse, Materiality and Action 58
- Panel: Attacks on the Social Sciences: Crisis or the Same as We’ve Seen Before? 60
- Award Ceremony 61

### Other / Side Events
- Meet the Editors 62
- Meet the OMT Division 64
- The Grigor McClelland Doctoral Dissertation Award 2012 65
- Leading Beautifully: Going beyond the Dehydrated Language of Management 66
- Leadership in Spaces and Places 67
- SWG 13 Creative Industries’ Field Trip to Les 7 Doigts de la Main 68
- SCANCOR Reception 69
- CBS Nordic Noir Reception 69
- List of Sub-themes and their Location 70

### Sub-themes 01-55
- Index of Participants, Authors & Co-Authors 301
- Venue Floor Plans 323
Dear EGOSians,

A very warm welcome to the 29th EGOS Colloquium! Bienvenue à Montréal!

The 29th Colloquium marks a milestone in the development of EGOS as a scholarly organization. For the first time, the Colloquium is being hosted outside Europe. A question all members of the EGOS Board have often been asked during the last year has been: “Why is EGOS going to North America, to Montréal?” The answer is quite simple: Because we have an excellent, highly appreciated, vibrant, and enthusiastic community of committed EGOSians here. EGOS is where EGOSians are. Besides, what better place for the first Colloquium outside of Europe than Montréal, a city that bridges different worlds!

This year’s venue and Colloquium theme represent spatially and symbolically what EGOS stands for as a scholarly association: pushing frontiers, crossing boundaries between communities and disciplines, and exploring unknown territories of knowledge. The theme invites us to build bridges between continents, cultures, and worldviews, to engage with the transcontinental and transnational challenges of organizing and organizations, to acknowledge cultural diversity, and to enter into debates about the opportunities and risks of connecting disciplines and theories. It also reminds us that bridges are often built amidst adverse conditions and may be used to conquer and impose. Most of all, bridges, just like Colloquia, are a complex and laborious endeavor that require a lot of organizing energy and effort.

On behalf of the EGOS Board, I wish to express my appreciation to all those who have made the 29th Colloquium possible through their hard work and commitment. First and foremost, to our splendid hosts – the local organizing team –, as well as to Angelika, Anna Lena, and Tom from the EGOS Executive Secretariat for their relentless, ever kind and crucial support in all matters; to the convenors for their diligent work and dedication; to all contributors to the growing number of pre-Colloquium activities; to publishers and exhibitors who provide a valuable service to our community; and to you all for being part of this exciting adventure!

Have a great, inspiring, and enjoyable Colloquium!

Renate Meyer
Chair of EGOS
Dear EGOSians

Welcome!

HEC Montréal and Université de Montréal are pleased and proud to be hosting the 29th Colloquium of the European Group for Organizational Studies (EGOS). The colloquium theme “Bridging continents, cultures and worldviews” is an inspiring one that our institutions are uniquely positioned to represent as the EGOS Colloquium comes for the first time to North America.

HEC Montréal is Canada’s largest and oldest business school with nearly 250 professors and 12,000 students. It was the first school in North America to obtain accreditations from all three of AACSB international, EQUIS and AMBA. With strong roots in the Québec francophone milieu, HEC Montréal also has an active international presence, as well as a commitment to building bridges across communities. In addition to MBAs in French and English, the school runs a joint bilingual EMBA with McGill Desautels Faculty of Management, a joint bilingual PhD program with three other faculties of management in Montréal, and offers popular bilingual and trilingual bachelor’s programs.

Founded in 1878, the Université de Montréal, with its two affiliated schools, Polytechnique Montréal and HEC Montréal, is now the largest university in Québec and the second largest in Canada. With over 65,000 students from around the world and some 10,000 employees, the Université de Montréal awards more than 11,000 diplomas at every university level. Situated on the northern slope of Mount Royal, the Université de Montréal boasts an exceptional natural setting. Combining green space and modern architecture, the campus is steeped in the great tradition of North American universities.

We hope that this Colloquium will be an occasion for all of us to consolidate old bridges and build new ones. Enjoy your stay on our campus and in Montréal!

Michel Patry, Director, HEC Montréal
Guy Breton, Rector, Université de Montréal
Dear EGOSians

So the day has arrived at last. The European Group for Organizational Studies is bridging the Atlantic for the first time! We are honoured and excited to be welcoming you to Montréal.

When we picked the colloquium theme “Bridging Continents, Cultures and Worldviews”, we knew that it was just right for the location, for the time and for the circumstances. We hope that this Colloquium will be an occasion for North American scholars who have never previously participated in EGOS to join in the EGOS spirit, and for long-time EGOSians to discover or rediscover a corner of North America that while firmly embedded in its geopolitical milieu retains a unique cultural and intellectual heritage that resonates to some degree with their own, though with a distinctive edgy twist.

This 29th EGOS Colloquium is breaking with tradition by coming across the world. Moreover, following the trend of previous years, the Colloquium once again had the highest number of submissions ever, with more than 1600 participants expected. However we, as organizers, take seriously our responsibility to nurture the traditional strength and raison d’être of EGOS: the creation of spaces where small communities of scholars interested in similar topics can meet, develop and grow. We come to EGOS both to talk and to listen, and to engage with the work of our colleagues often more deeply than is possible in other forums. We hope that our beautiful facilities will provide a stimulating environment for our 55 sub-theme groups. We are also offering a range of stimulating plenary and sub-plenary sessions. In addition, the number of pre-colloquium workshops has grown to meet the demand for mentoring and professional development activities among junior and not so junior colleagues and students.

Montréal is a lively city, especially in the summer. In addition to participating in the Colloquium’s academic and social events, we invite you to take advantage of its many riches, including the old city, tourist attractions, restaurant terraces, and outdoor activities. The Montréal Jazzfest runs from June 28 to July 7 with outdoor evening shows in the Quartier des Spectacles as well as indoor events. Please check on the Jazzfest’s website for more information: http://www.Montréaljazzfest.com

The organization of a large Colloquium such as this one requires contributions from large numbers of participants and supporters. We offer special thanks to the convenors of the 55 sub-themes for their hard work in selecting papers and preparing the program, and to the EGOS Board and EGOS Executive Secretariat, especially Angelika Zierer, for supporting us and keeping us on track throughout. More people than we can count at HEC Montréal and Université de Montréal have helped us in both large and small ways. We are immensely grateful for the unfailing support of our institutions.

Finally, we thank all our partners and sponsors, especially the Social Sciences and Humanities Research Council of Canada, Tourisme Montréal, Desjardins Cooperative Institute (platinum sponsor), gold sponsors Alberta School of Business, McGill Desautels Faculty of Management and the Lee Kong Chian School of Business, Singapore Management University, and other sponsors listed in the program.

We look forward to joining you for a week of stimulating conversations, renewed connections, and constructive bridge-building.

Montréal et sa joie de vivre vous souhaitent la bienvenue!

Ann Langley on behalf of the Montréal Organizing Committee
General Information

Organizers

Organizing Committee

Ann Langley, Professor, HEC Montréal (Chair)
Linda Rouleau, Professor, HEC Montréal (Program)
Hélène Giroux, Professor, HEC Montréal (Logistics)
Daniel Robichaud, Associate Professor, Université de Montréal (Logistics)
Jean-Louis Denis, Professor, École Nationale d’Administration Publique (Program)
Réal Jacob, Professor, HEC Montréal (Financing)
Sylvie Lefort, Director of Promotion and Publicity, HEC Montréal (Hospitality; Publicity)
Kathleen Grant, Director of Communications & Government Relations, HEC Montréal (Communications)
Michèle Beaubien, Director of Communications, HEC Montréal (Communications)
Véronique St-Michel, M. Sc., HEC Montréal (Website; Administration; Logistics)

Program Committee

Linda Rouleau, Professor, HEC Montréal (Chair)
Jean-Louis Denis, Professor, École Nationale d’Administration Publique
Kai Lamertz, Associate Professor, John Molson School of Business, Concordia University
Steve Maguire, Associate Professor, Desautels Faculty of Management, McGill University
Marie-France Turcotte, Professor, École des Sciences de la Gestion, Université du Québec à Montréal

Colloquium Secretariat: OPUS 3, Montréal

Jocelyne Cardinal, OPUS 3

EGOS Executive Secretariat, Berlin

Angelika Zierer
Anna Lena Bartels
Thomas Crowe
Venue

> The 29th EGOS Colloquium is hosted by HEC Montréal and Université de Montréal (U de M); see site addresses and venue locations on the map on the next page.

> The registration area, where you can collect your Colloquium materials and badge, is located in the Côte-Ste-Catherine Building (CSC), RJ Level, in the “Place RBC” in front of the Amphithéâtre IBM. Please note that if you are unable to register on Wednesday and your sub-theme is located in the Decelles Building, you need to plan for time to register and about 15 minutes to walk between the two buildings on Thursday morning.

> The session rooms are located in three buildings, the Côte-Ste-Catherine, Decelles, and Jean-Brillant Buildings which are all located in close proximity to each other (less than 15 minutes walk).

> Lunches for sub-themes meeting in the Côte-Ste-Catherine Building will be served on the RJ level in the same building. For sub-themes meeting in the Decelles and Jean-Brillant Buildings, lunches will be served in the “Agora Morris et Rosalind-Goodman” in the Jean-Coutu Building (seven minutes walk). Coffee will be served in all sub-theme buildings in multiple locations.

> The Opening Ceremony will be held in the Amphithéâtre Ernest-Cormier in the Roger-Gaudry Building (under Université de Montréal’s central tower).

> The location of all other pre-Colloquium and Colloquium activities is detailed in the program.

Site addresses

<table>
<thead>
<tr>
<th>Site</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEC Montréal – Côte-Ste-Catherine Building (CSC)</td>
<td>3000, chemin de la Côte-Sainte-Catherine, Montréal (Québec), Canada, H3T 2A7</td>
</tr>
<tr>
<td>HEC Montréal – Decelles Building</td>
<td>5255, avenue Decelles, Montréal (Québec), Canada, H3T 2B1</td>
</tr>
<tr>
<td>Université de Montréal – Jean-Brillant Building</td>
<td>3200, rue Jean-Brillant, Montréal (Québec), Canada, H3T 1N8</td>
</tr>
<tr>
<td>Université de Montréal – Roger-Gaudry Building (Amphithéâtre Cormier)</td>
<td>2900, boul. Édouard-Montpetit, Montréal (Québec), Canada, H3T 1J4</td>
</tr>
<tr>
<td>Université de Montréal – Faculté de l'aménagement Building</td>
<td>2940, chemin de la Côte Ste-Catherine, Montréal (Québec), H3T 1B9</td>
</tr>
<tr>
<td>Université de Montréal – Jean-Coutu Building (Agora Morris et Rosalind-Goodman)</td>
<td>2940, chemin de la Polytechnique, Montréal (Québec), Canada, H3C 3J7</td>
</tr>
</tbody>
</table>
Venue locations map
Transportation

Arriving in Montréal

Direct flights to Montréal are available from most major European and North American hubs. Canada’s national airline Air Canada is a member of the Star Alliance. A holiday travel airline Air Transat based in Montréal also runs scheduled flights to European and North American destinations at low prices. Numerous other airlines fly into Montréal’s Pierre Elliott Trudeau Airport (YUL).

How to get to the venue from the airport

Downtown express airport shuttle (747)

The 747 bus line service runs 24 hours/day, seven days/week, between the Montréal-Trudeau airport and the Montréal bus terminal (Berri-UQAM métro station). Travel time may vary between 45 to 60 minutes, depending on traffic conditions. The fare is $9 and includes 24 hours of unlimited travel through the whole bus and metro network. You can pay on the bus with exact change (coins only). The 747 bus line service also stops near several hotels:

If you are staying at the Hyatt Regency or the Hôtel Dauphin Montréal Centre-Ville, stop at the intersection of rue Jeanne-Mance and boulevard René-Lévesque.

If you are staying at Le Nouvel Hôtel and Spa, stop at the intersection of rue Guy and boulevard René-Lévesque.

NB. If you plan on using public transportation (bus or metro) during your stay to travel from downtown hotels to the venue, we recommend purchasing a three-day ($18) or one week ($23.75) CAM card in the fare vending machines in the international arrivals area of the airport. The card is also valid for use on the 747 shuttle, so this is an economical choice. You may also purchase the cards in metro stations throughout the transit system.

Taxis, adapted taxis or limousines

Taxis, adapted taxis and limousines are available at the arrivals level of the airport, where a dispatcher will assist you. No reservation is required. To go downtown, there is a fixed fare for taxis ($40) or limousines ($60). For all other destinations you pay by the meter. Expect to add a 10-15% tip to your fare.

NB. If you plan to travel directly from the airport to the Colloquium venue, we recommend taking a taxi (about 45 minutes to the venue 3000, chemin de la Côte-Ste-Catherine).
How to get to and from the Colloquium venue

Metro

Montréal has a modern and safe subway system called the “Metro”. Regular cash fare is $3.00 CAN for a one way ticket to any destination on the island of Montréal (including transfers). You can also buy a ten-ticket strip ($24.50), or unlimited evening ($4), day ($9), three-day ($18) or weekly ($23.75) CAM cards. Please note that cards and tickets are not sold on board vehicles, although you can pay for a single fare on the bus. Tickets can be bought at metro stations or in corner stores. Bus and metro travel are covered by the same ticket system.

HEC Montréal (Côte-Ste-Catherine Building) is a one-minute walk from Université de Montréal metro station, on the blue line. After exiting the metro station, cross boulevard Édouard-Montpetit and continue straight onto rue Louis-Colin (100 meters). You will see the entrance to HEC Montréal on your left on rue Louis-Colin.

HEC Montréal (Decelles Building, adjacent to the Jean-Brillant Building) is a seven-minute walk from the Côte-des-Neiges metro station, on the blue line. Turn south on Côte-des-Neiges. Turn left onto rue Jean-Brillant (250 m). You will see the entrance to HEC Montréal on the corner of Jean-Brillant and Decelles. To reach the Jean-Brillant Building, continue on rue Jean-Brillant.

Bus

Montréal has an extensive bus network. For schedules: http://www.stm.info/English/bus/a-index.htm

HEC Montréal is close to three bus routes:

**Route 129: Côte-Ste-Catherine:** Main subway station stops: Champ-de-Mars, Place d’Armes (orange line) and Place-des-Arts (green line). The bus stops very close to HEC Montréal.

> Côte-Ste-Catherine Building: Intersection of chemin de la Côte-Ste-Catherine and rue Hudson (in front of the building).

> Decelles and Jean-Brillant Buildings: Intersection of chemin de la Côte-Ste-Catherine and avenue Decelles (walk up the hill on Decelles for five minutes).

> For those travelling from the McGill New Residence Hall or from the Hyatt Regency, an alternative route is to take bus route 80 (on avenue du Parc northbound, if you stay at the McGill New Residence Hall; from the Place-des-Arts metro station at the corner of rue Jeanne-Mance and boulevard De Maisonneuve, if you stay at the Hyatt Regency). Stop at the intersection of avenue du Parc and avenue Laurier. Cross avenue Laurier and transfer to bus route 51 westbound and follow the instructions below.

**Route 51: Édouard-Montpetit:** Main subway station stops: Laurier (orange line), Snowdon, Université de Montréal (blue line). The bus stops in front of both HEC Montréal’s buildings.

> Côte-Ste-Catherine Building: Intersection of boulevard Édouard-Montpetit and rue Louis-Colin

> Decelles and Jean-Brillant Buildings: Intersection of avenue Decelles and rue Jean-Brillant
Route 165: Côte-des-Neiges: Main subway station stops: Guy-Concordia (green line) and Côte-des-Neiges (blue line).

> Côte Ste-Catherine Building: Intersection of chemin de la Côte-des-Neiges and chemin de la Côte-Sté-Catherine (seven minutes walk).

> Decelles and Jean-Brillant Buildings: Intersection of chemin de la Côte-des-Neiges and rue Jean-Brillant (four minutes walk).

Taxis

The response time for taxis in Montréal is fast, about 10 minutes or less after making a call. Taxis can also be hailed directly on the street with no difficulty. For taxis from the Côte-Sté-Catherine Building, there is a taxi-rank at Sainte-Justine’s Hospital across the street on chemin de la Côte-Sté-Catherine. Taxis should cost $15–20 for a ride from downtown Montréal to the venue. Before calling a taxi, you can estimate the cab ride cost with the Montréal Taxi Fare Finder: http://www.taxifarefinder.com/main.php?city=Montreal

A 10-15% tip is usually expected.

List of taxi companies

<table>
<thead>
<tr>
<th>Company</th>
<th>Phone number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Atlas</td>
<td>514-485-8585</td>
</tr>
<tr>
<td>Champlain</td>
<td>514-271-1111</td>
</tr>
<tr>
<td>Co-op</td>
<td>514-725-9885</td>
</tr>
<tr>
<td>Diamond (* you can call a cab via a mobile application)</td>
<td>514-273-6331</td>
</tr>
<tr>
<td>Para-Adapté (* offers service for people with reduced mobility; reserve 24 hours ahead)</td>
<td>514-277-3344</td>
</tr>
</tbody>
</table>

Car

Depending on traffic conditions, the Colloquium venue is a 10 to 20 minute drive from downtown Montréal. There is an underground parking lot at the Côte-Sté-Catherine Building ($15 per weekday and $12 on Saturday and Sunday) and a large multi-storey parking garage on rue Jean-Brillant close to the Jean-Brillant and Decelles Buildings ($15 per weekday and $12 on Saturday and Sunday).

BIXI bikes

Montréal has a bicycle rental system called BIXI bikes which has locations across Montréal, especially in the downtown area. There are four BIXI bike stations around the HEC Montréal campus.
Partners, Sponsors and Exhibitors
A special thanks to all our partners and sponsors!

Partners

> Social Sciences and Humanities Research Council of Canada (SSHRC) (Connection grant program)
> Tourisme Montréal (International conference support program)

Sponsors

Platinum
> Desjardins Cooperative Institute

Gold
> Alberta School of Business, University of Alberta
> Desautels Faculty of Management, McGill University
> Lee Kong Chian School of Business, Singapore Management University (SMU)

Silver
> École Nationale d’Administration Publique (ENAP)
> John Molson School of Business, Concordia University
> NHH, Norwegian School of Economics
> Schulich School of Business, York University

Bronze
> ESG-UQÀM, École des Sciences de la Gestion, Université du Québec à Montréal

Exhibition Area

The Exhibition area is located on the first floor of HEC Montréal’s Côte-Ste-Catherine Building. For further details, please refer to the floor plan at the end of the program.

Exhibitors

Cambridge University Press  Oxford Press University  SAGE Publications
Copenhagen Business School Press  Palgrave MacMillan  XB Publishing
Edward Elgar Publishing  Routledge  Emerald Insight
Enjoy Montréal!
Social Events

Except for the PhD and Post-Doctoral and Early Career Dinner & Party and for the Convenors’ Dinner, no transportation will be provided for any of the social events. You can ask any team member for more information about the best means of transport to get to each event.

Monday, July 1, 2013

PhD and Post-Doctoral and Early Career Reception 18:30 – 20:00
Venue: Salon l’Oréal, HEC Montréal Côte Ste-Catherine Building
3000, Chemin de la Côte-Ste-Catherine (metro: Université de Montréal)
Open to participants in the PhD and Post-Doctoral and Early Career Workshops only

Informal reception: local beer and smoked meat from Schwartz’s Deli – a Montréal institution.

Tuesday, July 2, 2013

PhD and Post-Doctoral and Early Career Dinner & Party 19:30 – 23:00
Venue: Wood 35 Restaurant and Bar
3500, Boulevard St-Laurent, H2X 2V1 (metro: Sherbrooke or St-Laurent)
Open to participants in the PhD and Post-Doctoral and Early Career Workshops only

Wood 35 offers tasty grill, fusion, market and Italian cuisine. DJ and dancing after dinner. The venue is a 5 minute walk from the Quartier des spectacles and the Jazz festival.
Transportation will be provided. Bus departure will be in front of the Côte-Ste-Catherine Building (Côte-Ste-Catherine entrance) at 7:00 pm sharp.

Wednesday, July 3, 2013

Welcome Reception 18:00 – 20:00
Venue: Atrium Hydro-Québec, RJ Level, HEC Montréal Côte-Ste-Catherine Building
3000, Chemin de la Côte-Ste-Catherine (metro: Université de Montréal)
Open to all participants

Meet old and new friends in a relaxing atmosphere over drinks and snacks. Start enjoying the magic ambiance of Montréal! Don’t forget to pick up your colloquium bag (registration will be open), and check out the Colloquium venue.

Organization Studies Dinner 20:00 – 22:00
Venue: Restaurant L’Autre Version
295, rue St-Paul Est, H2Y 1H1 (metro: Champ De Mars)
By invitation only. Sponsored by SAGE Publications.
Thursday, July 4, 2013

Convenors’ Dinner 20:00 – 22:30

Venue: Restaurant Auberge Saint-Gabriel
426, rue St-Gabriel, Old Montréal, H2Y 2Z9 (metro: Place d’Armes)

By invitation only

The historic Auberge Saint-Gabriel is the oldest inn in North America, located in Old Montréal. It was granted Québec’s first ever liquor license by the British colonial government in 1754. Fine French and Québec “cuisine du marché”. The event is co-hosted by HEC Montréal and Lee Kong Chian School of Business, Singapore Management University (gold sponsor).

Transportation will be provided. Buses will depart from the Côte-Ste-Catherine Building (Côte-Ste-Catherine entrance) at 7:30 pm.

Friday, July 5, 2013

EGOS Dinner 20:00 – 22:30

Venue: Ballroom of the Hyatt Regency Hotel
1255, rue Jeanne-Mance, H5B 1E5 (metro: Place des Arts)

Friday night’s dinner will be held in the ballroom of the Hyatt Regency Hotel, in the midst of the Quartier des spectacles and the Jazz festival site. The Lost Fingers, an internationally acclaimed “gitan style” jazz trio from Quebec City, will entertain guests for a full show with many of their most popular songs. A DJ will be available for rest of the evening for EGOSians to stretch their legs.

You could not get tickets for the EGOS Dinner? Enjoy free outside jazz concerts at the Place des festivals (metro Place-des-Arts), or watch spectacular fireworks presented at L’International des Feux Loto-Québec, Montréal’s firework competition (metro Papineau, walk north to the Jacques-Cartier bridge - it will be closed from 8:00 pm; you can also go to the La Ronde amusement park at metro Parc-Jean-Drapeau) to see the fireworks scheduled for 10:00 pm.
Colloquium Registration: Guidelines & Information

Contact

Please send all requests for information concerning your registration to:
29th EGOS Colloquium Registration Secretariat
417 Saint-Pierre Street, suite 203
Montréal (Québec) H2Y 2M4, Canada
Phone: +1 - 514 395-1808
Fax: +1 - 514 395-1801
Registration information: egos2013-registration@opus3.com

Registration Desk opening hours

<table>
<thead>
<tr>
<th>Date</th>
<th>Hours</th>
<th>Building</th>
</tr>
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<tbody>
<tr>
<td>Monday, July 1*</td>
<td>12:00 – 18:00</td>
<td>HEC Montréal, Côte-Ste-Catherine Building</td>
</tr>
<tr>
<td>Tuesday, July 2*</td>
<td>08:00 – 18:00</td>
<td>HEC Montréal, Côte-Ste-Catherine Building</td>
</tr>
<tr>
<td>Wednesday, July 3</td>
<td>08:00 – 21:00</td>
<td>HEC Montréal, Côte-Ste-Catherine Building</td>
</tr>
<tr>
<td>Thursday, July 4</td>
<td>08:00 – 17:30</td>
<td>HEC Montréal, Côte-Ste-Catherine Building</td>
</tr>
<tr>
<td>Friday, July 5</td>
<td>08:00 – 17:30</td>
<td>HEC Montréal, Côte-Ste-Catherine Building</td>
</tr>
<tr>
<td>Saturday, July 6</td>
<td>08:00 – 12:00</td>
<td>HEC Montréal, Côte-Ste-Catherine Building</td>
</tr>
</tbody>
</table>

* For PhD and Post-Doctoral and Early Career Pre-Colloquium Workshops only

Colloquium fees

Please note that you must be registered as an “active” EGOS member to participate in the EGOS Colloquium 2013 in Montréal. This means that your EGOS membership fee must be already paid before registering in the Colloquium.

Colloquium Registration Fee

<table>
<thead>
<tr>
<th>Member type</th>
<th>Up to May 15, 2013</th>
<th>After May 15, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>EGOS Full Member</td>
<td>CAD $535 (= c. EUR 407*)</td>
<td>CAD $640 (= c. EUR 467*)</td>
</tr>
<tr>
<td>EGOS PhD/Student Member</td>
<td>CAD $350 (= c. EUR 266*)</td>
<td>CAD $640 (= c. EUR 467*)</td>
</tr>
<tr>
<td>EGOS Dinner on Friday, July 5, 2013</td>
<td>CAD $125 (= c. EUR 95*)</td>
<td>Space limited, please book early!</td>
</tr>
</tbody>
</table>

* Based on the exchange rate of May 20, 2013; please note that this may change over time.

Please note that early registration can only be granted to participants whose payment has been received by the local Montréal Colloquium Registration Secretariat no later than May 15, 2013 (11:59 pm EST).
The Colloquium registration fee includes:

- Access to Colloquium sessions (sub-themes, Meet the editors sessions, Opening Ceremony, keynotes, etc.) on Thursday, July 4, Friday, July 5, and Saturday, July 6, 2013
- Welcome reception on Wednesday, July 3, 2013
- Coffee breaks and lunches on Thursday, July 4, Friday, July 5, and Saturday, July 6, 2013
- Personal badge, certificate of attendance, Colloquium bag and program book

Tickets for the EGOS Dinner on July 5, 2013 are not included in the registration fee. A maximum of two tickets per registration can be purchased. Book your ticket early, as places are limited. Tickets will be allocated on a first-come, first-served basis. You will receive your ticket together with your name badge and Colloquium bag when registering onsite.

Personal badge

A name badge will be given to each participant upon registration. All participants are requested to wear their badge during the Colloquium activities and social events for security reasons.

Certificate of attendance

Each participant will receive a certificate of attendance upon registration.

Methods of payment

You can pay for the EGOS Colloquium directly online by credit card (secure page on the Colloquium website; Visa or MasterCard only). Please select the appropriate option on the registration form. See the EGOS website for further details, http://www.egosnet.org

Payment regulations

Once online registration is completed, all registered participants will automatically receive a confirmation of their registration and a detailed electronic invoice.

All invoices issued must be paid before the Colloquium starts. A participant who wishes to cancel his or her registration must advise the Colloquium Registration Secretariat in writing. Failure to do so means that the invoice remains outstanding, even if the person does not attend the Colloquium. Payments must be made in Canadian dollars (CAD).

Outstanding amounts will be collected when registering onsite. A credit card and signature may be required as guarantee of payment.
Changes to your registration

Participants must contact the Colloquium Registration Secretariat if they wish to change their registration once it has been completed online.

Cancellation of registration

Any cancellation must be sent in writing to the Colloquium Registration Secretariat.

Refund of registration fees

- Before May 31, 2013 (11:59 pm EST): All fees will be refunded, minus an administrative charge of CAD $100.
- There will be no refunds for cancellations made after June 1, 2013 (00:00 am EST).
- Registrations for the EGOS Dinner can only be refunded before May 31, 2013 (11:59 pm EST).

Disclaimer/Liability

The 2013 EGOS Colloquium Organizing Committee and Opus 3 accept no liability for any injuries/losses incurred by participants and/or accompanying persons, nor loss of, or damage to, any luggage and/or personal belongings. In the event of the Colloquium being cancelled, the Colloquium organizers will not be responsible for travel and accommodation costs.

Name substitution

Participants who are registered can be replaced if they provide a written authorization and pay a fee of CAD $50, in addition to the complete registration fees. Their entire registration file will then be transferred to their replacement. All substitution requests must be emailed or faxed to the Colloquium Registration Secretariat before the Colloquium.

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

Official confirmation

Individuals requiring an official letter of invitation in order to obtain a visa and authorization to attend the Colloquium should contact the Colloquium Registration Secretariat.

The invitation letter will be issued once the registration form and payment has been received by the Colloquium Registration Secretariat.
Coffee and Lunch

Coffee and lunch on Thursday, July 4, Friday, July 5 and Saturday, July 6, are included in the registration fee.

- Lunches for sub-themes meeting in the Côte-Ste-Catherine Building will be served on the RJ Level of the same building.
- For sub-themes meeting in the Decelles Building and the Jean-Brillant Building, lunches will be served in the Agora Morris et Rosalind-Goodman (seven minute walk).
- Coffee breaks will be served in every building in multiple locations.

Lunch menu and dietary requirements

Four lunchbox options will be offered to participants each day: meat, poultry, fish and vegetarian. If you have special dietary needs, please contact EGOS administration at egos2013.admin@hec.ca.

Technical Equipment

Wireless internet (Wi-Fi)

The Colloquium venue is covered by free wireless internet. An access code will be provided in your Colloquium bag.

Computers and printers

Computers will be available in computer labs at the Côte-Ste-Catherine Building (3rd Floor, Yellow Section, CGI-1) and the Decelles Building (4th Floor, Section Sud, Laboratoire Lachute) free of charge. Printers are also available.

Further Useful Information

Banks/cashpoints

Automatic teller machines can be found on the RJ Level of the Côte-Ste-Catherine Building near the Louis-Colin entrance (next to the cafeteria), and at the front entrance of the Decelles Building next to the Coop bookstore. Banks are open mostly between 10:00 and 15:00. Most banks open later on Thursdays.
Currency/credit cards

The official currency of Canada is the Canadian Dollar (CAD). Coin denominations are 5, 10, 25 cents and 1 and 2 dollars with banknotes of 5, 10, 20, 50 and 100 dollars. Debit cards can be used to withdraw money from ATMs (between $2 and $5 fee, plus a small percentage of the amount of your withdrawal). Major credit cards are widely accepted in hotels, shops and restaurants. It is advisable to carry an identity card or another form of identification and to inform your bank or credit card company that you will use your card abroad.

Electricity

The electrical current in Canada operates at 110 volts (60 Hz), rather than 220 volts (50 Hz) as in Europe, and uses type A (two-pin) and B (three-pin) plugs. If you plan to use European devices, make sure to bring along the necessary adapters and converters.

Appliances such as hair driers will need a converter. An adapter, which can usually be bought at the airport, will be sufficient for most portable computers and mobile phones.

Emergencies

The emergency phone number in Canada is 911.

Lost and found

A lost and found service is available at the security desk located in the HEC Montréal Côte-Ste-Catherine Building (RC level, Côte-Ste-Catherine entrance) and at the security desk located in the HEC Montréal Decelles Building (RC level, Decelles entrance).

Tips

In bars and restaurants, tips are usually not included. Because tip-workers are taxed on their potential tip income relative to their sales, it is expected that you tip between 10 and 15% of the bill (waiters, taxi drivers, tour guides, etc.). Regular tips for doormen, valets or hotel maids are between $1 and $2.

Weather in July

According to historical averages, daily temperatures in July vary between 15°C at night and 26°C during the day.
Pre-Colloquium PhD Workshop

Date: Monday, July 1, and Tuesday, July 2, 2013
Location: CSC, 1st Floor, Blue Section, Banque de développement du Canada

Convenors:
Markus Höllerer, University of New South Wales, Australia
Silviya Svejenova, Copenhagen Business School, Denmark
Alexandre Bitektine, HEC Montréal, Canada

Faculty:
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
Heidi Dahles, Griffith University, Australia
Paul du Gay, Copenhagen Business School, Denmark
Frank den Hond, Hanken School of Economics, Finland
Candace Jones, Boston College, USA
Ann Langley, HEC Montréal, Canada
Wolfgang Mayrhofer, WU Vienna University of Economics and Business, Austria
Renate Meyer, WU Vienna University of Economics and Business, Austria
Elena Raviola, Copenhagen Business School, Denmark
André Spicer, City University London, UK
Roy Suddaby, University of Alberta, Canada
Luis Vives, ESADE Business School, Spain
David Wilson, Open University, UK

Monday, July 1, 2013

12:00 – 13:00  Registration
13:00 – 13:45  Markus Höllerer, Silviya Svejenova and Alexandre Bitektine: *Introduction*
13:45 – 14:00  Silviya Svejenova, Vice-Chair of EGOS: *Welcome on behalf of EGOS*
14:00 – 15:30  Frank den Hond, incoming Editor of *Organization Studies*: *Publishing in and Reviewing for Academic Journals – Part I*
15:30 – 16:00  Coffee break
16:00 – 17:30  Roy Suddaby, Editor of *Academy of Management Review*: *Publishing in and Reviewing for Academic Journals – Part II*
17:30 – 18:30  Ann Langley: *Thinking Processually*
              Together with the Post-Doctoral and Early Career Scholars Workshop
18:30 – 20:00  *Reception*
              Together with the Post-Doctoral and Early Career Scholars Workshop
Tuesday, July 2, 2013

09:00 – 11:00  Candace Jones: **Organizational Scholars’ Toolkit: A Vocabulary Approach**

11:00 – 12:00  Alexandre B. Bitektine, Jeannette Colyvas, Markus Höllerer, Elena Raviola and Luis Vives: **Having a Successful Career: Getting a Job and Getting Started**

12:00 – 13:00  Lunch

13:00 – 17:00  **Discussion of Participants’ Dissertation Proposals** (in parallel Round Tables)

**Room:** CSC, 1st Floor, Green Section, St-Hubert

**Round Table 1**
Facilitator: Florian Becker-Ritterspach
Participants: Frederick Ahen, Chacko Kannothra, Nurgül Özbek, David Risi, Michiel Verver, Bilgehan Uzunca

**Room:** CSC, 1st Floor, Green Section, Van Houtte

**Round Table 2**
Facilitator: Haldor Byrkjeflot
Participants: Mariline Comeau-Vallée, Miikka Lehtonen, Olga Lelebina, Betina Magalhães Bitencourt, Thomas Nobin, Thomas Schlenzig

**Room:** CSC, 1st Floor, Green Section, CPA du Québec

**Round Table 3**
Facilitator: Jeannette Colyvas
Participants: Christof Brandtner, Anne-Marie Duval, Emilio Marti, Hanna Schneider, Steffi Siegert, Marja Turunen, Tao Wang

**Room:** CSC, 1st Floor, Green Section, Salle Marie-Husny

**Round Table 4**
Facilitator: Douglas Creed
Participants: Fernando F. Fachin, Janet Johansson, Camille Pradies, Marie-Claude Rabeau, Gallia Singer, Madeline Toubiana, Annemiek van Os, Johanna Winter

**Room:** CSC, 1st Floor, Green Section, Trudeau Corporation

**Round Table 5**
Facilitator: Heidi Dahles
Participants: Ignasi Capdevila, Olivier Demers-Payette, Niharika Garud, Isla Milne, Florian Rittiner, Sigme Tuna

**Room:** CSC, 1st Floor, Blue Section, Béton Grilli

**Round Table 6**
Facilitator: Paul du Gay
Participants: Stéphane Jaumier, Irina Koprax, Astrid Kramer, Minna Mars Logemann, Sabine Spittler, Rene Wiedner
Room: CSC, 1st Floor, Green Section, Dutailier International
Round Table 7
Facilitator: Wolfgang Mayrhofer
Participants: Barbara Agha-Alikhani, Ricardo Azambuja, Jacob Brogaard-Kay, Sofia John, Lynn Schäfer, Julia Vincent-Ponroy

Room: CSC, 1st Floor, Green Section, Demers Beaulne
Round Table 8
Facilitator: Renate Meyer
Participants: Natalia Aguilar Delgado, Diego Maganhotto Coraiola, Hélène Lambrix, Alessandro Piazza, Hyemi Shin, Eun Young Song

Room: CSC, 1st Floor, Blue Section, Cogeco
Round Table 9
Facilitator: Luis Vives
Participants: Fabiola Alvarez, Michael Franklin, Kei Fujiyama, Mikko Laamanen, Alexie Labouze-Nasica

Room: CSC, 1st Floor, Blue Section, Rona
Round Table 10
Facilitator: David Wilson
Participants: Johan S.G. Chu, Helen Etchanchu, Carine Farias, José Carlos Marques, Jeroen Wolbers, Freek van Berkel

17:00 – 17:30 Coffee break
17:30 – 19:00 André Spicer: Inspiring Scholarship
Together with the Post-Doctoral and Early Career Scholars Workshop
19:30 – 23:00 Dinner & Party
Together with the Post-Doctoral and Early Career Scholars Workshop
Pre-Colloquium Post-Doctoral and Early Career Scholars Workshop

Date: Monday, July 1, and Tuesday, July 2, 2013
Location: CSC, 1st Floor, Red Section, Salle Louis-Laberge
Convenors: Vincent Mangematin, Grenoble School of Management, France
Stefan Häfliger, Cass Business School, City University London, UK
Jean-Pascal Gond, Cass Business School, City University London, UK
Gazi Islam, Grenoble School of Management, France

Monday, July 1, 2013

12:00 – 13:00  Registration
13:00 – 14:00  Vincent Mangematin: **Introduction – The publication game**
Discussion about publications: Addressing key questions
14:00 – 15:00  **Group Work (1)**
Room: CSC, 1st Floor, Red Section, Salle Louis-Laberge
   **Group 1**
   Chair: Gazi Islam
   Ann-Christine Schulz: *Wedding planners or wedding guests? Exploring financial analysts’ assessments of M&A*
   Room: CSC, 1st Floor, Red Section, Salle Aimé-Quintal
   **Group 2**
   Chair: Jean-Pascal Gond
   Alexandra Middleton: *Translation of the company’s ecological values into the language of accounting*
   Room: CSC, 1st Floor, Red Section, Talvest 1
   **Group 3**
   Chair: Stefan Häfliger
   Nicolas Battard: *Can policy makers create a new scientific discipline? A boundary story*
   Room: CSC, 1st Floor, Red Section, Talvest 2
   **Group 4**
   Chair: Vincent Mangematin
   Dana G. Hyde: *Unpacking organization: A fine-grained process view of the impact of organizational architecture on corporate- and business-level major discontinuous strategic change*
15:00 – 15:30  Coffee break
15:30 – 17:30  
**Group Work (2)**

**Room:** CSC, 1st Floor, Red Section, Salle Louis-Laberge  

**Group 1**  
Chair: Gazi Islam  
Guilherme Azevedo: *The cultural interpretation of ontological dispositions and the case of a missionary organization*  
Heather Douglas: *Social entrepreneuring as collaborative and persuasive actions*  

**Room:** CSC, 1st Floor, Red Section, Salle Aimé-Quintal  

**Group 2**  
Chair: Jean-Pascal Gond  
Benjamin Klein: *Coopetitive dynamics: A dialectical perspective on the evolution of alliances among competitors*  
Janna Rose: *Enabling technologies by enabling ideas*  

**Room:** CSC, 1st Floor, Red Section, Talvest 1  

**Group 3**  
Chair: Stefan Häfliger  
Aljona Zorina: *Innovating with scarce resources: improvisation and context challenges in community-based organizations*  
Amélie Boutinot: *Reputational spillovers: Evidence from French architecture*  

**Room:** CSC, 1st Floor, Red Section, Talvest 2  

**Group 4**  
Chair: Vincent Mangematin  
Dimitrios Spyridonidis: *Understanding hybrid professional identity: The role of identity salience*  
Katharina Dittrich: *Talk in and about routines – How naturally occurring talk shapes routine dynamics*  

17:30 – 18:30  
Ann Langley: **Thinking Processually**  
Together with the PhD Workshop  

18:30 – 20:00  
**Reception**  
Together with the PhD Workshop  

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**Tuesday, July 2, 2013**  

09:00 – 12:30  
**Group Work (3)**

**Room:** CSC, 1st Floor, Red Section, Salle Louis-Laberge  

**Group 1**  
Chair: Gazi Islam  
Martina Hartner-Tiefenthaler: *The slippery slope framework in organizations: The interplay of power, trust, and cooperative behavior*  
Nermeen Mustafa: *The role of narratives in the crafting of luxury: The case of the perfume industry*  
Helena Liu: *Embodying ethics: The visual representation of banking CEOs*
Room: CSC, 1st Floor, Red Section, Salle Aimé-Quintal

Group 2
Chair: Jean-Pascal Gond
Séverine Louvel: Multidisciplinary projects and hierarchies between disciplines: A study of nanomedicine in France and in California
Gwyneth Edwards: The CEO email as a new genre of discourse
Djahanchah P. (Sacha) Ghadiri: Struggles over the discursive production of organizational subjects: The case of management consultants in a small firm

Room: CSC, 1st Floor, Red Section, Talvest 1

Group 3
Chair: Stefan Häfliger
Valérie Sabatier: Dominant logic transformation and business models renewal: Insights from a large company in the publishing industry
Aurelia Kollasch: Ties that bind international research teams: Bridging social structure and social capital
Uchenna Uzo: Firms improvising as modus operandi: Insights from the Nigerian movie industry

Room: CSC, 1st Floor, Red Section, Talvest 2

Group 4
Chair: Vincent Mangematin
Mónica Velasco: A reflective practice of ICT’s in the absorption of collaborative learning at three inter-organizational networks
Rebecca Bednarek: ‘Interpreting’ pluralism and its implications for legitimacy strategy implementation
Florian Niklas Stache: Path-breaking organizational change in Russian cancer care: How cooperation gradually spread effective treatment across the world’s Largest Country

12:30 – 13:30 Lunch
13:30 – 15:00 Stefan Häfliger: View from the editor
Questions and debates
15:00 – 15:30 Coffee break
15:30 – 17:15 – Prepare the next steps of your career
– Post-doc?
– Hiring criteria
17:30 – 19:00 André Spicer: Inspiring Scholarship
Together with the PhD Workshop
19:30 – 23:00 Dinner & Party
Together with the PhD Workshop
# Workshop on the Art of Academic Reviewing

**Date**  
Wednesday, July 3, 2013, 09:00 – 12:30

**Location**  
CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais

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

**Editors**  
Frank den Hond, *Organization Studies*  
Peer C. Fiss, *Academy of Management Review*  
Davide Ravasi, *Journal of Management Studies*  
Robyn Thomas, *Organization*

## Program

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00–09:15</td>
<td>Introduction (Eero Vaara and David Wilson)</td>
</tr>
<tr>
<td>09:15–10:00</td>
<td>Words of wisdom from the Editors</td>
</tr>
<tr>
<td>10:00–11:30</td>
<td>Group work</td>
</tr>
<tr>
<td>11:30–11:45</td>
<td>Closing (Eero Vaara and David Wilson)</td>
</tr>
<tr>
<td>11:45–12:30</td>
<td>Working lunch</td>
</tr>
</tbody>
</table>
Organizational Trust

Date: Wednesday, July 3, 2013, 09:00 – 13:00
Location: CSC, 1st Floor, Yellow Section, Société canadienne des postes

Convenors:
- Reinhard Bachmann, University of Surrey, UK
- Thomas Mellewigt, Freie Universität Berlin, Germany
- Nicole Gillespie, Queensland University, Australia
- Rosalind Searle, University of Coventry, UK

Program

09:00 – 09:15: Welcome and Opening by the convenors
09:15 – 10:45: Round Table Discussion I
10:45 – 11:00: Coffee break
11:00 – 12:30: Round Table Discussion II
12:30 – 13:00: Key Points & Closing
Gender and Diversity

Date: Wednesday, July 3, 2013, 09:00 – 14:30
Location: CSC, 1st Floor, Yellow Section, Transat

Convenors: Regine Bendl, WU Vienna University of Economics and Business, Austria
Elina Henttonen, Aalto University School of Economics, Finland

Faculty: Albert Mills, Sobey School of Business, Saint Mary’s University, Halifax, Canada

Program:

09:00 – 09:30: Welcome and Opening by the convenors
09:30 – 12:00: Round Table working session (inc. coffee break)
12:00 – 13:00: Lunch
13:00 – 14:00: Writing and Publishing Gender and Diversity Research – A Discussion
14:00 – 14:30: Wrap-up and Closing
Strategy as Practice

Date: Wednesday, July 3, 2013, 09:00 – 14:00
Location: CSC, 1st Floor, Red Section, Salle Louis-Laberge

Convenors: David Oliver, HEC Montréal, Canada
Curtis LeBaron, Brigham Young University, USA
Andreas Paul Spee, UQ Business School, The University of Queensland, Australia

Faculty: Loizos Heracleous, Professor of Strategy and Pro Dean, Warwick Business School, UK
David Seidl, University of Zurich, Chair of Organization and Management, Switzerland

Program:

09:00 – 09:15 Welcome and Opening by the convenors
09:15 – 09:45 David Seidl: Central questions and developments in SAP research
09:45 – 10:30 First Parallel Round Table Discussion
10:30 – 10:45 Coffee break
10:45 – 11:30 Second Parallel Round Table Discussion
11:30 – 12:15 Key Points from different tables and Closing
12:15 Lunch
Bridging Perspectives on Societal Systems: Logics, Orders of Worth, Leitideen

Date: Wednesday, July 3, 2013, 09:00 – 13:00
Location: CSC, 1st Floor, Blue Section, Salle Serge Saucier

Convenors:
- Ann Langley, HEC Montréal, Canada
- Mike Lounsbury, University of Alberta School of Business, Canada
- Renate Meyer, WU Vienna University of Economics and Business, Austria
- Bernard Leca, IAE de Lille, France
- Charlotte Cloutier, HEC Montreal, Canada

Faculty:
- Eva Boxenbaum, Mines ParisTech, France
- William Ocasio, Kellogg School of Management, Northwestern University, USA
- Juliane Reinecke, Warwick Business School, UK
- André Spicer, Cass Business School, City University London, UK
- Patricia H. Thornton, Fuqua School of Business, Duke University, USA

Program:

09:00 – 09:15: Welcome and Introduction by the convenors
09:15 – 10:15: Panel Discussion
10:15 – 10:45: Coffee break
10:45 – 12:45: **Round Table** working sessions (5 parallel sessions):

**Room:** CSC, 1st Floor, Blue Section, Salle Serge Saucier

**Round Table A**
Chair: Ann Langley and Bernard Leca
- Koen van Bommel: *Towards a legitimate compromise? An exploration of integrated reporting in the Netherlands*
- Paula Ungureanu: *When the practice of theorizing meets the theorizing of practice: Knowledge making in organization science academia*
- Karin Garrety and Rob Wilson: *The multiple logics of “personally controlled” electronic health records*
- Debbie Kim: *Constructing literacy: An examination of the role of policy in stabilizing or destabilizing institutional contradiction*

**Room:** CSC, 1st Floor, Blue Section, Salle Antony-Rizzuto

**Round Table B**
Chair: Juliane Reinecke and André Spicer
- Fabiola Alvarez: *The Scottish national film agency: Justifications of worth*
- Rebecca Henn: *Conflict, compromise and coalition: Inhabiting institutional complexity*
- Stéphane Jaumier, Thibault Daudigeos and Vassili Joannides: *Cooperatives, capitalism, compromises and critiques: What do French worker cooperatives tell us about organizational responses to pluralism?*
Room: CSC, 1st Floor, Green Section, Trudeau Corporation

Round Table C
Chair: Mike Lounsbury and Eva Boxenbaum
Samer Abdelnour: *The local embeddedness of global institutions: An institutional framework*
Shenghui Ma: *CEO Legitimacy: Strategies of managing multiple audiences*
Pooya Tavakoly, Sébastien Mena and Jochem Kroezen: *Reconciling conceptual complexity in institutional theory: A topic modeling literature review*
Anna Gerstrøm: *Il-legitimacy in the eyes of the il-legitimated: How members experience and handle attributions of organizational il-legitimacy*

Room: CSC, 1st Floor, Green Section, Hewitt

Round Table D
Chair: Patricia H. Thornton and William Ocasio
Jo-Louise Huq: *Institutional rules and multi-professional collaboration: Changing the rules of the game*
Marios Samdanis and Soo Hee Lee: *Institutional logics of crafting artistic innovation: The art of power and the power of art in the Tate Modern and the Saatchi Gallery*
Anne Vancaelemont: *Competing institutional logics in the recorded music industry: How consumers and artists are enabled to challenge the dominant logic of the field*
Joshua Brown: *Moral U or Market U? The rise of the market logic in religious higher education*

Room: CSC, 1st Floor, Blue Section, Béton Grilli

Round Table E
Chair: Renate Meyer and Charlotte Cloutier
Katja Aalto: *Changing rationalities of public services*
Vern Glaser: *Crafting consistency from chaos: How smoothing tensions arising from institutional complexity creates an organizational style*
Till Jansen: *Frames as enacted institutional logics: A proposal to link organizational micro-processes and societal structures*
Marie-Claude Allard and Marie-France Turcotte: *The creation of a new institution as the interplay of field level (macro) and organizational level (micro) institutional work: The case of ISO 26000*

12:45 – 13:00 Wrap-up and Conclusion
Using Historical Methods in Organizational Research

Date       Wednesday, July 3, 2013, 09:00 – 17:00
Location   CSC, 1st Floor, Green Section, St-Hubert

Convenors
- Lars Engwall, Dept. of Business Studies, Uppsala University, Sweden
- Michael Rowlinson, Queen Mary University of London, UK
- R. Daniel Wadhwani, Eberhardt School of Business, Pacific University, USA

Faculty
- Stephanie Decker, Aston Business School, UK
- Eric Godelier, Senior Editorial Board Member of Organization Studies
- Bill Foster, Member of the AMR Editorial Board
- Albert Mills, Director of the PhD Programme in Business Administration at Sobey School of Business, Saint Mary’s University, Halifax, Canada
- Michael Rowlinson, Guest Editor the AMR special topic forum “History and Organization Studies”
- Roy Suddaby, Editor of AMR

Program

09:00 – 09:15  Welcome and Introduction by the convenors
09:15 – 10:00  Stephanie Decker: Discovering and analyzing relevant sources
10:00 – 10:30  Coffee break
10:30 – 11:15  R. Daniel Wadhwani: Historical interpretation: A basic methodology
11:15 – 12:00  Parallel Group Discussions of Papers in Development I

Room: CSC, 1st Floor, Green Section, St-Hubert

Group 1
Chair: Lars Engwall and R. Daniel Wadhwani
Gwyneth Edwards: CEO narratives and strategic lock-in

Room: CSC, 1st Floor, Green Section, Van Houtte

Group 2
Chair: Stephanie Decker and Michael Rowlinson
Maki Umemura: Challenging stasis: The medical devices sector in Japan’s system of innovation

12:00 – 13:00  Lunch
13:00 – 13:45  Parallel Group Discussions of Papers in Development II

Group 1
Junichi Hiramatsu: Discourse and security organization: Processual understanding of American propaganda organizing

Group 2
Xuanwei Cao: Entrepreneurial opportunity, path dependence and industry-institution co-evolution: The Chinese nutrition and health food industry, 1984–2010
13:45 – 14:30  Parallel Group Discussions of Papers in Development III

**Group 1**
Jacqueline McGlade: *Leading risk and innovation: The entrepreneurial role of the French syndicate Comptoir des Textiles Artificiels (CTA) in rayon and cellophane development*

**Group 2**
Diego Maganhotto Coraiola: *Rhetoric of inquiry: A framework for studying history in organizations*

14:30 – 15:15  Albert Mills: *Historical studies in doctoral programs*

15:15 – 15:45  Coffee break

15:45 – 17:00  Panel Discussion led by Lars Engwall: *Developing historical papers for submission to leading journals in management and organization theory*

Panelists: Bill Foster, Eric Godelier, Michael Rowlinson and Roy Suddaby
Debating the Future of Corporate Social Responsibility

Date: Wednesday, July 3, 2013, 09:00 – 14:30
Location: CSC, 1st Floor, Blue Section, Banque Scotia

Convenors: Christopher Wickert, VU University Amsterdam, The Netherlands
Arno Kourula, University of Amsterdam, The Netherlands

Faculty: Bobby Banerjee, Cass Business School, City University London, UK
Peter Fleming, University of London, UK
Jean-Pascal Gond, Cass Business School, City University London, UK
Dirk Matten, Schulich School of Business, York University, Canada
Laura Spence, Royal Holloway University of London, UK
André Spicer, Cass Business School, City University London, UK
Vasanthi Srinivasan, Indian Institute of Management Bangalore, India
Marie-France Turcotte, Université du Québec à Montréal, Canada

Program:

09:00 – 09:30 Welcome and Introduction by the convenors
09:30 – 11:00 Discussion in Sub-groups I and II
11:00 – 11:30 Coffee break
11:30 – 12:30 Discussion in Sub-groups III and IV
12:30 – 13:30 Lunch
13:30 – 14:30 Plenary Discussion & Presentation of Group Work
Multi-Nationals as Social Actors

Date  Wednesday, July 3, 2013, 09:00 – 12:30
Location  CSC, 1st Floor, Blue Section, Rona

Convenors  Florian Becker-Ritterspach, German University in Cairo, Egypt
           Susanne Blazejewski, Alanus University of Arts and Social Sciences, Germany
           Mike Geppert, University of Surrey Business School, UK

Faculty  Guiseppe Delmestri, J. Kepler University of Linz, Austria
         Graham Hollinshead, University of Hertfordshire, Hatfield, UK
         Rick Molz, Concordia University, John Molson School of Business, Montréal, Canada

Program

09:00 – 10:30  Chair: Florian Becker-Ritterspach
             Welcome and Introduction by the convenors
             Catharina Ahlvik: Explaining the alignment between corporate intended and subsidiary implemented HRM practices
             1st discussant: Susanne Blazejewski; 2nd discussant: Graham Hollinshead
             Sebastian Öttl, Barbara Agha-Alikhani and Stephan Höller: Intercultural organizational learning: Towards a conceptual framework
             1st discussant: Mike Geppert; 2nd discussant: Rick Molz

10:30 – 11:00  Coffee break

11:00 – 12:30  Chair: Mike Geppert
               Arash Amirkhany and Guillaume Pain: Multinational enterprises as institutional entrepreneurs in emerging economies
               1st discussant: Florian Becker-Ritterspach; 2nd discussant: Guiseppe Delmestri
               Group Discussion of all papers
               Facilitator: Susanne Blazejewski
New Ways of Writing Organizational Ethnography

Date       Wednesday, July 3, 2013, 09:00 – 15:00
Location   CSC, 1st Floor, Yellow Section, Groupe Cholette
Convenors  Heidi Dahles, Griffith University, Australia
Juliette Koning, Brookes University Oxford, UK
Geneviève Musca, Université Paris Ouest Nanterre La Défense, France
Faculty    Michiel Verver, VU University Amsterdam, The Netherlands

Program

09:00 – 09:15  Heidi Dahles: Aims and scope of this workshop
09:15 – 10:00  Juliette Koning and Heidi Dahles: Talk I: Writing organizational ethnography for journal articles
10:00 – 10:45  Michiel Verver: Talk II: Challenges of writing an article-based ethnographic dissertation
10:45 – 11:00  Coffee break
11:00 – 12:30  Parallel Team Sessions

Room: CSC, 1st Floor, Yellow Section, Groupe Cholette
Session 1: The Ethnography of Boundaries & Networks
Chair: Geneviève Musca
Nina Bauer: The sociomateriality of teaming: The role of objects in creative collaborations
Ricardo Azambuja: Working (at) the boundaries: Enabling intra-organizational collaboration through middle managers’ boundary work
Heloisa Monaco dos Santos: Lessons from the object. Organizational arrangements in airports and airplanes
Fernando F. Fachin: Organizational identity emergence: Doing ethnography in an open, decentralized, and self-organizing value network

Room: CSC, 1st Floor, Yellow Section, Groupe Deschênes
Session 2: The Ethnography of Practice
Chair: Heidi Dahles
Pieterbas Lalleman: Discovering the nursing habitus in the work of nurse managers: An international ethnographic organizational case study in four hospitals
Chiara Bassetti: On “becoming the phenomenon”-based ethnography. Towards an ontology of becoming
Elisa Liberati, Mara Gorli and Laura Galuppo: Exploring the start-up of an innovative enterprise: An ethnographic case study
Room: CSC, 1st Floor, Yellow Section, Montrusco Bolton

**Session 3: Writing Culture**
Chair: Juliette Koning
Carine Farias: *Reconciling values and instrumentality? Communitarian ideals and environment dependency*
Leonora van den Ende: *Negotiating culture: Western-Russian collaboration in a Siberian mega-project*
Katharina Dittrich: *Talk in and about routines. How naturally occurring talk shapes routine dynamic*

12:30 – 13:00 Lunch break

13:00 – 14:45 **Plenary**: Presentation of revised paper outlines and publication plans
Moderator: Juliette Koning

14:45 – 15:00 Heidi Dahles: **Wrap-up**
Women’s Network Meeting 2013

Date: Wednesday, July 3, 2013, 15:00 – 17:00
Location: CSC, 1st Floor, Blue Section, Banque de développement du Canada

Faculty:
Regine Bendl, WU Vienna University of Economics and Business, Austria
Inge Bleijenbergh, Radboud University Nijmegen, The Netherlands
Judith Pringle, Auckland University of Technology, New Zealand

Room: CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais
Round Table A: Publication Strategies
Chaired by Judith Pringle and Regine Bendl

Room: CSC, 1st Floor, Green Section, Salle Marie-Husny
Round Table B: Career Development in Higher Education
Chaired by Christine Teelken

Room: CSC, 1st Floor, Blue Section, Salle Serge Saucier
Round Table C: Writing Grant Applications
Chaired by Inge Bleijenbergh

Room: CSC, 1st Floor, Green Section, CPA du Québec
Round Table D: Improving your e-profile
Chair: tba
### Other (pre-)Colloquium Meetings

<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>Wednesday, July 3</td>
<td>12:30 – 14:00</td>
<td><em>Journal of Management Studies</em>: Board Meeting</td>
<td>CSC, 1st Floor, Blue Section, Standard Life 1</td>
</tr>
<tr>
<td>Wednesday, July 3</td>
<td>15:00 – 16:00</td>
<td><em>Organization Studies</em>: Editorial Board Meeting</td>
<td>CSC, 1st Floor, Blue Section, Standard Life 1</td>
</tr>
<tr>
<td>Wednesday, July 3</td>
<td>16:00 – 17:00</td>
<td><em>Organization</em>: Board Meeting</td>
<td>CSC, 1st Floor, Blue Section, Rona</td>
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<tr>
<td>Wednesday, July 3</td>
<td>16:00 – 18:00</td>
<td>EGOS Board Meeting I</td>
<td>CSC, 3rd Floor, Red Section, Salle Édouard-Montpetit</td>
</tr>
<tr>
<td>Friday, July 5</td>
<td>17:30 – 18:00</td>
<td>EGOS General Assembly</td>
<td>Jean-Brillant, B-2285</td>
</tr>
<tr>
<td>Friday, July 5</td>
<td>18:00 – 19:30</td>
<td><em>Journal of Change Management</em>: Board Meeting</td>
<td>Decelles, 3rd Floor, Section Sud, Victoriaville</td>
</tr>
<tr>
<td>Saturday, July 6</td>
<td>14:00 – 17:00</td>
<td>EGOS Board Meeting II</td>
<td>CSC, 3rd Floor, Red Section, Salle Édouard-Montpetit</td>
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Montréal et sa joie de vivre vous attendent !

1–5 © Photos : Tourisme Montréal
Bridging Continents, Cultures & Worldviews

For the first time, the Colloquium of the European Group for Organizational Studies (EGOS) will be held outside Europe! As a city historically based on different cultures, Montréal has long been considered a hub for people and merchandise flowing between North America and Europe. It is thus a perfect location to explore the theme of the 29th EGOS Colloquium: **Bridging Continents, Cultures and Worldviews**.

The Colloquium will be an opportunity to construct multiple bridges between different ways of understanding contemporary organizations and of doing, communicating and publishing organizational research. The bridge metaphor conveys the idea of connection, of unity, of meeting half way. Yet, in the words of Simmel (“Bridge and Door”, Theory, Culture & Society, 1994:5): “It would be meaningless to connect that which is not separated.” Thus, there is a dialectic tension underlying the notion of bridging that offers multiple possibilities for imaginative interpretation and critical reflection. The emphasis on Continents, Cultures and Worldviews suggests three axes for exploration.

The idea of **Bridging Continents** is an important one for an academic organization whose name identifies it as intra-continental, but whose geographic reach and appeal has expanded rapidly in recent years. The theme of bridging continents echoes a longstanding preoccupation of organizational scholars with the challenges of managing across national and continental boundaries. It raises societal and political questions about the formation and functioning of transcontinental and transnational institutions at a time when economic, environmental, and technological issues are increasingly planetary in scope. The theme offers opportunities to consider bridging across the classic continental divides between north and south and between east and west. There are also critical questions about who benefits and who loses from bridging, and about what valued specificities may be destroyed or undermined through bridge-building.

The idea of **Bridging Cultures** underlines the importance of examining organizational topics and issues in a multicultural context, inclusive of marginal voices. Cultural diversity includes but goes beyond an interest in the influence of national cultures on management and organizations. Organizations can be seen as a nexus of multiple logics, circuits of power and divergent identities oriented around professions, occupational groups and generations. From a more macro perspective, the impact of immigration policies on workforce diversity and mobility has implications for organizational development and society. Living with a more diverse society requires competencies and strategies to deal with the inherent tensions of increased pluralism. The notion of Bridging Cultures suggests a need to consider ways to build organizations and societies that recognize diversity rather than suppressing it.

Finally, the idea of **Bridging Worldviews** refers to the desire to make the 29th Colloquium an arena for researchers from diverse horizons and theoretical frames to exchange ideas and develop new ways of understanding. There is room for considering potential connections between problem-centered, theoretical and critical research paradigms. Bridging Worldviews invites organizational researchers to debate the advantages and risks of bridging disciplines, theories and methods in organizational knowledge production, transfer and diffusion. It suggests reflection on paradox, dialectics and pluralism. It calls for consideration of how dialogue between research and practice might expand the scope and range of management and organization theory. May the conversations begin!
### Wednesday, July 3, 2013

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<tr>
<th>Time</th>
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<tr>
<td>08:00 – 21:00</td>
<td>Colloquium registration</td>
<td>CSC: Place RBC (RJ)</td>
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<tr>
<td>18:00 – 20:00</td>
<td>Welcome reception</td>
<td>CSC: Atrium Hydro-Québec (RJ)</td>
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<tr>
<td>16:00 – 18:00</td>
<td>EGOS Board Meeting I</td>
<td>CSC, 3rd Floor, Red Section, Salle Édouard-Montpetit</td>
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| 20:00 – 22:00 | *Organization Studies* Dinner - Sponsor: SAGE Publications                                      | Restaurant L’Autre Version  
295, rue St-Paul Est                                                      |

### Thursday, July 4, 2013

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<tr>
<th>Time</th>
<th>Event</th>
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<tr>
<td>08:00 – 17:30</td>
<td>Colloquium registration</td>
<td>CSC: Place RBC (RJ)</td>
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<tr>
<td>09:00 – 10:30</td>
<td>Sub-themes: Sessions I</td>
<td>CSC, Decelles, Jean-Brillant</td>
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<tr>
<td>10:30 – 11:00</td>
<td>Coffee break - Sponsor: John Molson School of Business</td>
<td>CSC, Decelles, Jean-Brillant</td>
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<tr>
<td>11:00 – 12:30</td>
<td>Sub-themes: Sessions II</td>
<td>CSC, Decelles, Jean-Brillant</td>
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</table>
| 12:30 – 13:45 | Lunch: Sub-themes at CSC Sub-themes at Decelles and Jean-Brillant                               | CSC: RJ Level  
Jean-Coutu Building: Agora Morris et Rosalind-Goodman                   |
| 13:45-14:00   | Walk to Roger-Gaudry Building                                                                   |                                                                          |
| 14:00 – 15:30 | Opening Ceremony including welcome and keynotes Bridging Continents Cultures & Worldviews Keynotes: Philippe d’Iribarne & Nancy J. Adler | Amphithéâtre Ernest-Cormier                                             |
| 15:30 – 16:00 | Coffee break - Sponsor: École Nationale d’Administration Publique                               | CSC, Decelles, Jean-Brillant                                            |
| 16:00 – 17:30 | Sub-themes: Sessions III                                                                       | CSC, Decelles, Jean-Brillant                                            |
| 18:00 – 19:30 | Meet the Editors Meet the OMT Division Grigor McClelland Award Documentary film: Leadership in spaces and places SCANCOR reception | CSC: See detailed program  
CSC: Salon National (RJ)  
CSC: Standard Life 1 (1st Floor)  
CSC: 3rd Floor, Paris  
CSC: Le Cercle (6th Floor)      |
| 20:00 – 22:30 | Convenors’ Dinner - Sponsor: Lee Kong Chian School of Business, Singapore Management University in collaboration with HEC Montréal | Auberge Saint-Gabriel  
426, rue St-Gabriel                                                      |
## Colloquium Timetable

**Friday, July 5, 2013**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tr>
<td>08:00 – 17:30</td>
<td>Colloquium registration</td>
<td>CSC: Place RBC (RJ)</td>
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<tr>
<td>09:00 – 10:30</td>
<td>Sub-themes: Sessions IV</td>
<td>CSC, Decelles, Jean-Brillant</td>
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<tr>
<td>10:30 – 11:00</td>
<td>Coffee break</td>
<td>CSC, Decelles, Jean-Brillant</td>
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<tr>
<td>11:00 – 12:30</td>
<td>Parallel Sub-Plenary Sessions</td>
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<td></td>
<td>(1) Bridging North-American &amp; European Institutionalisms</td>
<td>Jean-Brillant: B-2245</td>
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<td>(Chair: Royston Greenwood)</td>
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<td></td>
<td>(Keynotes: Klaus Weber &amp; Marie-Laure Djelic)</td>
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<td>- Sponsor: Alberta School of Business</td>
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<td>(2) Bridging Prosperity &amp; Sustainability</td>
<td>CSC: 1st Floor, Blue Section, Banque de développement du Canada</td>
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<td>(Chair: Paul Shrivastava)</td>
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<td></td>
<td>(Keynotes: Andrew J. Hoffman &amp; Maurizio Zollo)</td>
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<td></td>
<td>(3) Bridging Culture, Values &amp; Forms in Creative Industries</td>
<td>Faculté de l’aménagement Building (adjacent CSC): A-1120</td>
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<td></td>
<td>(Chair: Wendy Reid)</td>
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<td></td>
<td>(Keynotes: Mukti Khaire &amp; Silviya Svejenova)</td>
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<td>(4) Bridging Theory &amp; Practice in Organizational Change</td>
<td>Jean-Brillant: B-2285</td>
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<td>(Chair: Jean-Louis Denis)</td>
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<td></td>
<td>(Keynotes: Jean Bartunek &amp; Haridimos Tsoukas)</td>
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<td></td>
<td>(5) Bridging Discourse, Materiality &amp; Action</td>
<td>CSC: Amphithéâtre IBM (RJ)</td>
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<td>(Chair: François Cooren)</td>
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<td></td>
<td>(Keynotes: Barbara Czarniawska &amp; Cynthia Hardy)</td>
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<td>(6) Panel on the Crisis in the Social Sciences</td>
<td>Decelles, 3rd Floor, Section Sud, Amphithéâtre Lévis</td>
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<td>(Co-chairs: Mike Geppert &amp; David Wilson)</td>
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<tr>
<td>12:30 – 14:00</td>
<td>Lunch: Sub-themes at CSC</td>
<td>CSC: RJ Level</td>
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<td></td>
<td>Sub-themes at Decelles and Jean-Brillant</td>
<td>Agora Morris et Rosalind-Goodman</td>
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<tr>
<td>14:00 – 15:30</td>
<td>Sub-themes: Session V</td>
<td>CSC, Decelles, Jean-Brillant</td>
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<tr>
<td>15:30 – 16:00</td>
<td>Coffee break</td>
<td>CSC, Decelles, Jean-Brillant</td>
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<tr>
<td>16:00 – 17:30</td>
<td>EGOS Awards Ceremony followed by Keynote</td>
<td>Jean-Brillant: B-2285</td>
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<td></td>
<td>Bridging Private, Public and Plural Sectors: Rebalancing Society</td>
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<td>(Keynote: Henry Mintzberg)</td>
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<td>- Sponsor: McGill Desautels Faculty of Management</td>
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<tr>
<td>17:30 – 18:00</td>
<td>EGOS General Assembly</td>
<td>Jean-Brillant: B-2285</td>
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<tr>
<td>18:00 – 20:00</td>
<td>CBS Nordic Noir reception</td>
<td>Galerie MX</td>
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<td>333, Avenue Viger Ouest</td>
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<tr>
<td>20:00 – 22:30</td>
<td>EGOS Dinner</td>
<td>Hyatt Regency Hotel</td>
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<td>1255, rue Jeanne-Mance</td>
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**Saturday, July 6, 2013**

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<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
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<tbody>
<tr>
<td>08:00 – 12:00</td>
<td>Colloquium registration</td>
<td>CSC: Place RBC (RJ)</td>
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<tr>
<td>09:00 – 10:30</td>
<td>Sub-themes: Sessions VI</td>
<td>CSC, Decelles, Jean-Brillant</td>
</tr>
<tr>
<td>10:30 – 11:00</td>
<td>Coffee break</td>
<td>CSC, Decelles, Jean-Brillant</td>
</tr>
<tr>
<td>11:00 – 12:30</td>
<td>Sub-themes: Sessions VII</td>
<td>CSC, Decelles, Jean-Brillant</td>
</tr>
<tr>
<td>12:30 – 12:45</td>
<td>Closing ceremony</td>
<td>Atrium Hydro-Québec</td>
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<tr>
<td>12:30 – 14:00</td>
<td>Lunch: Sub-themes at CSC</td>
<td>CSC: RJ Level</td>
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<tr>
<td></td>
<td>Sub-themes at Decelles and Jean-Brillant</td>
<td>Agora Morris et Rosalind-Goodman</td>
</tr>
<tr>
<td>14:00 – 17:00</td>
<td>EGOS Board Meeting II</td>
<td>CSC, 1st Floor, Red Section</td>
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<td>Salle Édouard-Montpetit</td>
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Opening Ceremony

Bridging Continents, Cultures & Worldviews

Date: Thursday, July 4, 14:00 – 15:30
Location: Roger-Gaudry, Amphithéâtre Ernest-Cormier

Keynote Speakers
Philippe d’Iribarne, CNRS, France
Nancy J. Adler, McGill University, Canada

Chair: Linda Rouleau, HEC Montréal, Canada

The Opening Ceremony will explore the general theme of the Montreal EGOS Colloquium “Bridging Continents, Cultures and Worldviews”. Two renowned scholars from different continents, with a deep and original understanding of culture, leadership and management in different countries will present their worldviews on the challenges and issues of bridging what at times might appear to be so unbridgeable!

The Creative Dimension of Bridging Cultures

Bridging cultures between the “North” and the “South” is often presented as a generator of confrontations. The experience of multinational firms shows that it can on the contrary generate the development of resources usually unexploited in the cultures of Southern countries. This development leads to a quality of cooperation and a productive efficiency greatly superior to what is routinely seen in these countries. This is true across different continents as evidenced by the examples of Asia (China), Africa (Morocco) and America (Mexico). Understanding these phenomena requires that we understand cultures not as conveyors of stereotypical behaviours but as worlds of meaning compatible with highly contrasting methods of cooperation, and therefore also compatible with highly contrasting types of organizational operations.

Philippe d’Iribarne is Managing Director of Gestion et Société (Management and Society), at CNRS (National Center for Scientific Research) in Paris, France. He is also the author of 14 books including his most famous work, The Logic of Honor that examined the worlds of French, American and Dutch management. In his recent volume, “Managing Corporate Values in Diverse National Cultures”, he explores how a multinational firm adapts its organizational culture to the national cultures of China, the United States and Jordan. Philippe d’Iribarne uses a distinctive in-depth ethnographic approach in his research to develop a rich understanding of cultural dynamics in organizations.
Leadership Artistry: From Connectivity to Global Community

In these ugly times, the only true protest is beauty.
Phil Ochs

Twenty-first century society yearns for a leadership of possibility, a leadership based more on hope, aspiration, innovation, and beauty than on the replication of historical patterns of constrained pragmatism. Luckily, such a leadership is possible today. For the first time in history, we can work backward from our aspirations and imagination rather than forward from the past. Within this societal context, we are witnessing a remarkable technology-driven transformation in our profession – learning and education. The question facing us is “Will our newly enhanced, extensive, and pervasive global connectedness, including on learning platforms, lead to worldwide community or fragmented dissolution?” The stakes are high. The ways in which we creatively learn to connect globally and cross-culturally will define the extent to which we flourish or perish as a global civilization.

Nancy J. Adler is the S. Bronfman Chair in Management at McGill University in Montreal, Canada. She is a world-renowned scholar in the area of global leadership and cross-cultural management. She has authored more than 125 articles, produced the films, “A Portable Life” and “Reinventing Our Legacy”, published 10 books and edited volumes, including “From Boston to Beijing: Managing with a Worldview”, “Women in Management Worldwide”, “Leadership Insight” and “Competitive Frontiers: Women Managers in a Global Economy”. Professor Adler is also a visual artist working primarily in water-based media. She has received numerous international and national awards.
Ever since institutionalism was born in 19th century European social science, the circulation of ideas and mutual exchange across the Atlantic has been a driver of the vitality of that stream of research. As institutionalists, we know that the circulation of ideas means diffusion, translation, appropriation but also conflicts and strategies of power. This subplenary will launch a debate on the current state of this spirited dialogue between North American and European institutionalists.

### Institutional Theory at the Crossroads

Some believe that institutional analysis is a monolithic theory “made in the USA”, and that its strong influence has been a one way street. My objective is to expose this as a myth that is neither accurate nor useful. North American institutionalism is diverse and early on was influenced by European social theory. It started at a crossroads of geographies and disciplines. I will nevertheless identify distinctly North American flavors, directions and absences in contemporary institutionalism and see where they converge and diverge with European scholarship. North American and European institutionalists hold important insights for each other. But both should also look beyond organizational institutionalism for inspiration.

**Klaus Weber** is an Associate Professor of Management and Organizations at Northwestern University in USA. He uses cultural and institutional analysis to understand globalization, the environmental movement and corporate social responsibility. His research has been published or is forthcoming in Journals such as *Administrative Science Quarterly, American Sociological Review, Organization Science, Organization Studies, Academy of Management Journal, Strategic Management Journal.*
Tocqueville at the Academy – What Can We Still Learn?

European institutionalism has grown since the 1960s in the shadow of its North American counterpart. In the last decade, however, there are clear signs that the child is reaching maturity – the double fate and success of EGOS and Organization Studies are in themselves witness to that. EGOS has become a central hub in the world of business and management scholarship. North American scholars come every year in greater numbers to the Annual Meetings. And now, EGOS itself is even coming to North America! My objective in this talk will be to take stock of this evolution. I would like to explore what European scholars can still learn from their North American counterparts. I would also want to ask about what is missing in North American business and management scholarship – and what the latter can find in and learn from the “younger” European community. Or when “old Europe” becomes young again – a question of perspective!

Marie-Laure Djelic is Professor in the Management Department at ESSEC Business School and Head of the ESSEC Research Center on Capitalism, Globalization and Governance in France. Her research interests include the transnational diffusion of rules and practices and the historical transformation of capitalism and national institutions. In a recent volume, “Transnational Communities: Shaping Global Governance” (2010, CUP), co-edited with Sigrid Quack, she explores the various roles that transnational communities play in the transformation of transnational modes of governance.
Bridging Prosperity and Sustainability

Date: Friday, July 5, 11:00 – 12:30
Location: CSC, 1st Floor, Blue Section, Banque de développement du Canada
Speakers: Andrew J. Hoffman, University of Michigan, USA
           Maurizio Zollo, Bocconi University, Italia
Chair: Paul Shrivastava, Concordia University, Canada

Prosperity has been defined in terms of economic growth, increasing consumption and traditional technological expansion. Sustainability requires reducing worldwide consumption, just and equitable social development and adopting appropriate technologies. Past definitions of prosperity are on a collision path with sustainability. This sub-plenary will address how the tension between prosperity and sustainability might be dealt with and how sustainable prosperity may encompass non-economic, but social, cultural, spiritual and aesthetic well-being.

The Role of the Corporation in 21st Century Society

Changes in corporate activity related to sustainability occur through periods of “punctuated equilibrium” where anomalous events cause disruptions in the norms of the market. We are in the “third wave” of shifts in the market related to sustainability. Change is happening at the fringe with new organizational forms that defy taken for granted notions of the corporation and it is happening in the mainstream as consumer, investors, governments, suppliers and buyers, all make increasing demands on the corporate sector to attend to sustainability. In this presentation, I will present this argument and expand on the drivers and responses that constitute the period of punctuated change we now find ourselves in.

Andrew J. Hoffman is Holcim (US) Professor of Sustainable Enterprise and Director of the Erb Institute at the University of Michigan, USA. His work focuses on sustainability, corporate social responsibility and climate change and its impact on business. He is the author of over 100 articles and book chapters as well as a dozen books including “Climate Change: What’s Your Business Strategy?” and “Flourishing: A Frank Conversation about Sustainability” (with John Ehrenfeld).
Understanding and Bridging the Gap between Prosperity and Sustainability in Research and Practice

Making sense of the gap between prosperity and sustainability is a challenge for both managers and academics. The first part of the challenge lies in our capacity to cognitively reframe and integrate the meaning of prosperity beyond the narrow definition of economic welfare, and including all the other forms of well-being. More complex, though is to build on this cognitive shift to change our own behaviour as scholars and instructors, as well as to study and enhance similar behavioural shifts with practicing managers. This talk will introduce the reflections, the ongoing work and some of the insights emerging within the GOLDEN (Global Organizational Learning and Development Network) for Sustainability program, a community of over 100 scholars spread across continents and disciplines to study and experiment with the initiatives undertaken by companies to bridge this gap.

Maurizio Zollo is the Bocconi Dean’s Chaired Professor in Strategy and Corporate Responsibility and Director of the Center for Research in Organization and Management (CROMA) at Bocconi University, Milan. He is also the academic director of the GOLDEN for Sustainability research program and the president of the European Academy of Management. His work has focused on the evolution of organizations through strategic initiatives, like M&A, alliances and sustainability-driven change and the development of dynamic capabilities through learning and socialization processes.
Bridging Culture, Values and Forms in Creative Industries

Date Friday, July 5, 11:00 – 12:30
Location Faculté de l’aménagement, A-1120
Speakers Mukti Khaire, Harvard Business School, USA
Silviya Svejenova, Copenhagen Business School, Denmark
Chair Wendy Reid, HEC Montréal, Canada

This sub-plenary session entails a dialogue on the state of the art in a growing, but little-understood area of academic inquiry – the creative industries – exemplifying the tensions between theory and phenomenon in organizational research. The session will offer reflections on the significance of this area for organizational scholarship and explore opportunities for research that bridges culture, values, and forms.

The Value Gap between “Creative” and “Industry”

Mukti Khaire will examine the values-driven gap – between “creative” and “industry” – to understand how organizational theories can shed light on the antecedents of this gap and how it may be bridged, and what the study of creative industries tells us about organizations, institutions, and markets. This will lead into a discussion of the reciprocal social role of creative industries in encoding as well as creating culture, thus opening up a range of possible theoretical inquiries into the nature of the relationship between cultural and economic value.

**Mukti Khaire** is Associate Professor of Business Administration and Marvin Bower Fellow at Harvard Business School, USA. Her research lies at the intersection of entrepreneurship, culture, and creative industries. Her publications in major academic journals such as *Academy of Management Journal, Organization Science*, and the *Harvard Business Review*, relate to how entrepreneurs construct the value of new cultural goods, creating new markets and influencing broader cultural institutions.
Form and Value of Innovation in Creative Industries

Silviya Svejenova will provide a micro perspective on success and failure of innovation in creative industries. She will examine how creative entrepreneurs give form to avant-garde ideas through material, visual, symbolic, and organizational resources, in dialogue across arenas. She will discuss how they employ business models to connect profit and passion, and translate novelty into aesthetic, economic, cultural and social value. She will also suggest opportunities for bridging micro, meso, and macro levels in the study of creative industries and how these could inspire research on organizing and innovation.

Silviya Svejenova is Professor MSO in Leadership and Innovation at Copenhagen Business School, Denmark and Vice-Chair of EGOS. She has examined the work, careers, and business models of creative entrepreneurs as they trigger change in styles and categories. She has published widely in major academic journals, and is currently co-editing a Special Issue of Organization Studies on innovation drivers in creative industries.
It is widely believed that there is a chasm between scholars who study and teach organizational change theories and the practitioners who are attempting to put them into practice. This sub-plenary revisits this assumption and proposes original ways of bridging theory and practice in organizational change.

Who Are the Mediators of Organizational Change?

Academics sometimes denigrate the consultants who work with their ideas, arguing that consultants distort the original ideas, turn them into fads, and, worse, out-compete them in the marketplace for knowledge. Such arguments raise some important scholarly questions, especially with regard to organizational change efforts. In this presentation I will advocate for the importance of thinking in terms of mediation between academic ideas and management practice. Such thinking includes consideration of the wide variety of actors who may create links between theory and practice and the creative roles that mediators should be allowed to play, to the ultimate benefit of both research and practice regarding organizational change.

Jean M. Bartunek is the Robert A. and Evelyn J. Ferris Chair and Professor of Organization Studies at Boston College, USA. She is interested in multiple dimensions of the links between theory, research, and practice and has been active in encouraging greater attention to implications for practice in scholarly publications. She has published over 125 journal articles and book chapters, as well as five books. Jean Bartunek is a past president and fellow of the Academy of Management (AoM).
Bridging Theory and Practice: A Phenomenological View

I will argue that theory and practice can be brought together in several ways but the most promising one is the phenomenological way. The latter accords a primary role to practice and considers theory a practice in itself, a derivative of the practice that theory reflects on and theorizes about. From that perspective, theory is elucidation – making scholars and practitioners alike see things a little more clearly than before. The main argument will be illustrated with several examples.

Haridimos Tsoukas is the Columbia Ship Management Professor in Strategic Management at the University of Cyprus, Greece. He is also Professor of Organization Studies at University of Warwick, UK. His research interests include knowledge-based perspectives on organizations, the epistemology of practice and process, and meta-theoretical issues in management studies. He was Editor-in-Chief of Organization Studies (2003–2008), and founded (with Ann Langley) the annual International Symposium on Process Organization Studies.
In organization studies, there is a growing concern to overcome the idea that organizational reality is linguistically constituted by attempting to speak of an ongoing material turn. This sub-plenary will discuss what is at stake in this reorientation, and what this will imply for organizational studies.

**Tooling the News**

As Bruno Latour rightly observed, social scientists delight in separating things that are closely connected to one another in order to then triumphantly put them together. There is no need to re-assemble or to bridge discourse, materiality and action, because they never existed in separation. A good illustration of this statement comes from my recent study of news agencies, where it becomes abundantly clear that the news, that is stories or texts, are produced very much like any other physical objects, and with help of physical objects. There are actually two levels of organizing involved in the tooling of news: organizing how a text is to be produced, and organizing the text itself. Technology plays crucial role in both.

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**Barabara Czarniawska** is Professor and holds a Research Chair in Management Studies at the University of Gothenburg, Sweden. She has developed a narrative approach that has been at the centre of the development of the discourse perspective in organization studies. She has authored 30 books and 180 chapters and articles, as well as editing 14 volumes. Her most recent book in English is “Cyberfactories: How News Agencies Produce News”.

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**Bridging Discourse, Materiality and Action**

**Date**  
Friday, July 5, 11:00 – 12:30

**Location**  
CSC, RJ Level, Amphithéâtre IBM

**Speakers**  
Barbara Czarniawska, University of Gothenburg, Sweden  
Cynthia Hardy, University of Melbourne, Australia

**Chair**  
François Cooren, Université de Montréal, Canada
Materializing Discourse

What can organizational discourse, with its emphasis on language, contribute to understandings of materiality? This presentation will reflect on how the discursive and the material might be bridged. Contrary to those who have criticized discourse theorists for being uninterested in materiality, or argued that it is now time to escape the prison of language, this presentation will suggest that a discursive perspective can contribute to our understanding of the material. By reviewing existing work and identifying areas for future research, it will be argued that a discursive approach can help to combat materialist and technological determinism and show how power circulates at the intersection of the material and the discursive.

Cynthia Hardy is a Laureate Professor of Management Studies at Melbourne University, Australia. Her research interests revolve around discourse analysis and theory, institutional entrepreneurship and change, as well as power, politics and identity. She is a co-founder and co-director of the International Centre for Research in Organizational Discourse, Strategy and Change. Cynthia Hardy has published numerous papers and books, including the award winning “Handbook of Organizational Discourse”.

Attacks on the Social Sciences: Crisis or the Same as We’ve Seen Before?

Date: Friday July 5, 11:00 – 12:30
Location: Decelles, 3rd Floor, Section Sud, Amphithéâtre Lévis

Panelists:
- Mike Geppert, The Surrey Business School, UK
- David Wilson, Open University, UK
- Ziyad Marar, SAGE Publications, UK and USA
- Thomas Docherty, University of Warwick and Board Member of the Council for the Defence of British Universities, UK

There have been various attacks on the legitimacy and contribution of Social Sciences to economy and society over many decades, but we argue that the most recent series of attacks is likely to have significant effects on Universities worldwide. In the UK, a crisis situation is already emerging, manifested by such strategies as: insisting that the Social Sciences, along with Arts and Humanities, need to conform to STEM science models of publishing (open access); assessing research funding mainly by income regardless of content; assessing relevance and impact of academic researchers mainly by judging the quality of their citations and research income (H factor, etc.). These developments have turned many universities into factory-like institutions, especially in the UK, where managerialism and auditing have become more prominent than critical and independent thinking.

Similar developments can also be found in the US, where senior politicians such as Tom Coburn and Jeff Flake have attacked the Social Sciences, arguing that research monies would be better spent on subjects that “matter” (citing cancer research as an obvious example). Coburn is quoted as saying that the majority of social science research is “junk science”, and drastic funding cuts have been proposed. These are important issues for universities and the Social Sciences that have already had repercussions in Asian and continental European universities.

Our panel will present a variety of perspectives on these recent developments in short presentations by the four panelists. The panelists will then, for the majority of the session, lead an open debate focused on the question of whether these attacks on the Social Sciences are a new type of crisis or whether we are just experiencing more of the same criticism as before, and how we might deal with these challenges to our field.
Bridging Private, Public and Plural Sectors: Rebalancing Society

Date: Friday, July 5, 16:00 – 18:00 (following the Award Ceremony)
Location: Jean-Brillant, B-2285
Keynote Speaker: Henry Mintzberg, McGill University, Canada
Chair: Steve Maguire, McGill University, Canada

Since the fall of the communist regimes in 1989, countries all over the world have been going out of balance on the side of their private sectors. A healthy society balances political, economic, and social forces, represented respectively by their public, private and plural sectors. We need to get past the fruitless see-sawing between left and right (public and private), to recognize the plural sector (comprising member-owned and non-owned organizations as well as social movements and social initiatives) as one of three solid legs on which a balanced society can sit. Then bridging across these sectors can become effective.

Henry Mintzberg is the Cleghorn Professor of Management Studies at McGill University, Canada. He is the most well-known and celebrated management thinker and educator in Canada. He is known for his provocative and original ideas about management, strategy, management education, and the role of organizations in society. He has published 15 books, many of them bestsellers including “The Nature of Managerial Work,” “The Rise and Fall of Strategic Planning”, and “Managers, not MBAs” as well as over 150 articles.
Meet the Editors

Date: Thursday, July 4, 18:00 – 19:30
Location: CSC, 1st Floor

Format: Five parallel panel presentations (45 minutes) on the basis on the following questions:

- What are the key distinctive features of your Journal?
- How would you describe an ideal contribution to your Journal?
- When do you consider a manuscript to be ready to be submitted to your Journal?

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

Session 1: Salle Hélène-Desmarais (Blue Section)

Editors:
- Roy Suddaby, Academy of Management Review
- Gail T. Fairhurst, Human Relations
- Monica Lindgren, Scandinavian Journal of Management
- Ann Langley, Strategic Organization

Chair: Laure Cabantous, Warwick Business School, UK

Session 2: Salle Marie-Husny (Green Section)

Editors:
- Jennifer Howard-Grenville, Academy of Management Journal
- Dirk Matten, Business & Society
- Sabina Siebert, European Management Journal
- David Courpasson, Organization Studies

Chair: Alex Wright, Open University, UK

Session 3: CPA du Québec (Green Section)

Editors:
- Pamela Tolbert, Administrative Science Quarterly
- Robert David, Journal of Management Inquiry
- Rune Todnem By, Journal of Change Management
- Stewart Clegg, M@n@gement

Chair: Marshall Scott Poole, University of Illinois, USA
Session 4: Salle Serge Saucier (Blue Section)

Editors
Alison Pullen, Gender, Work and Organization
Vishwanath Baba, Canadian Journal of Administrative Sciences
James J. Barker, Management Communication Quarterly
Klaus Weber, Organization Science

Chair
Paul du Gay, Copenhagen Business School, Denmark

Session 5: St-Hubert (Green Section)

Editors
Judith Pringle, British Management Journal
Davide Ravasi, Journal of Management Studies
Robyn Thomas, Organization
Patrick Cohendet, Management International

Chair
Ruthanne Huising, McGill University, Canada

Refreshments will be provided for all sessions.
Meet the OMT Division

Date: Thursday, July 4, 18:00 – 19:30
Location: CSC, RJ Level, Yellow Section, Salon National

Organizers: Christine Beckman, University of California, USA
            Michael Lounsbury, University of Alberta, Canada

Participants: Eva Boxenbaum, Mines Paris Tech, France
              Joel Gehman, University of Alberta, Canada
              Candace Jones, Boston College, USA

You are invited to join members of the Organization and Management Theory (OMT) Division of the Academy of Management for a reception. We will have a short presentation with details about OMT events at the Academy meetings and tips on submitting papers to the conference, and we hope to encourage cross-memberships. We are also happy to answer any questions about OMT and Academy. Fine cheeses, wine and refreshments will be provided.
The Grigor McClelland Doctoral Dissertation Award 2012

Date  Thursday, July 4, 18:00 – 19:30
Location  CSC, 1st Floor, Blue Section, Standard Life 1
Chair  Joep Cornelissen, VU University Amsterdam, The Netherlands
Candidates  Henrika Franck, Hanken School of Economics, Finland
Richard Tee, EPFL, Switzerland
Natalya Vinokurova, University of Pennsylvania, USA

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 and the winner will receive their Award. This will be followed by a reception hosted by the Editors of the Journal of Management Studies. Wine and hors-d’oeuvre will be provided.

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.
Leading Beautifully: Going beyond the Dehydrated Language of Management

Date: From Thursday to Saturday during the Colloquium opening hours
Location: CSC, 4th Floor, Blue Section, Salon Deloitte
Reflective Film: Nancy J. Adler, McGill University, Canada
Music by Silja Suntola, Aalto University, Finland

Reflective space is rarely the central offering at our professional conferences, and yet the more we immerse ourselves in great conversations and new ideas, the more we crave having a few moments of solitude to reflect on what “all this” means for us – as scholars and as human beings. EGOS therefore invites you to enjoy “a conversation with yourself” – supported by music composed by Finnish EGOS colleague Silja Suntola and paintings created by Canadian artist and scholar Nancy J. Adler. Please feel welcome, and encouraged, to drop by each day – for five minutes or 30 – in the morning or afternoon. Treat yourself to the quiet, contemplation, reflection, and beauty it takes to be wise.

The soul never thinks without a picture
Aristotle
Leadership in Spaces and Places

Date: Thursday, July 4, 18:00 – 19:00
Location: CSC, 3rd Floor, Green Section, Paris

Documentary film: Perttu Salovaara, University of Tampere, Finland

Space has traditionally been treated as something fixed and immovable. Now that companies have started to re-design offices into creative workspaces, the attitudes have changed. We claim that even spaces can lead, but not in an objective fashion. The film poses a further leadership question: How do people know what to do when there is no one telling you what to do? The film displays 12 different worksites ranging from Microsoft and other businesses to a theatre, a chapel and an orienteer in the woods. - The film will be accompanied with a short introduction and a discussion round after the film.

The film is an outcome of the research project Leadership in Spaces and Places: www.leadspace.fi
SWG (13) Creative Industries’ Field Trip to Les 7 Doigts de la Main

Date: Friday, July 5, 14:00 – 18:30
Location: 225, rue Roy Est, Bureau 205, H2W 1M5 (métro Sherbrooke)
Organizers: Wendy Reid, HEC Montréal, Canada
Elena Raviola, Copenhagen Business School, Denmark
Candace Jones, Boston College, USA
Mukti Khaire, Harvard Business School, USA
Roy Suddaby, University of Alberta, Canada
Silviya Svejenova, Copenhagen Business School, Denmark

The traditional Creative industries’ field trip will offer a privileged glimpse into the business models, shared leadership and creative processes, performed with “the beautifully awkward dexterity of a 7-fingered hand” – the collective of cirque performers Les 7 Doigts de la Main (http://7doigts.com/).

14:00 – 14:30  Departure (bus transport arranged)
14:30 – 15:30  Welcome and conversation with Nassib el-Husseini, director-general of the company at the company offices
17:00 – 17:45  Conversation with a co-founder and artists of the company
17:45 – 18:30  Return

Pre-registration required.
**SCANCOR Reception**

Date: Thursday, July 4, 18:00 – 19:30  
Location: CSC, 6th Floor, Yellow section, Restaurant Le Cercle  
*(Take elevators “ascenseur sud” to 5th Floor, then take the stairs 1 floor up)*  
Hosted by: Scandinavian Consortium for Organizational Research (SCANCOR)

We look forward to welcoming you to the SCANCOR Friends & Family reception at the EGOS Colloquium. Come alone or bring SCANCOR friends to Restaurant Le Cercle. Summer drinks and finger food available.

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**CBS Nordic Noir Reception**

Date: Friday, July 5, 18:00 – 20:00  
Location: Galerie MX  
333, avenue Viger Ouest, Montréal, Québec, H2Z 0A1  
Hosted by: 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 Nordic Noir reception! Drop by for a drink after Friday’s EGOS Colloquium program at 6 PM and before the official EGOS Dinner!
## List of Sub-themes and their Location

<table>
<thead>
<tr>
<th>Sub-theme</th>
<th>Title</th>
<th>Session</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>01</td>
<td>Rethinking Careers: Theoretical Foundations of Career Studies and their Development</td>
<td>I–VII</td>
<td>Decelles, 3rd Floor, Section Nord, Trois-Rivières</td>
</tr>
<tr>
<td>02</td>
<td>Authority, Prices and Trust: Within and Across Organizational Boundaries</td>
<td>I–VII</td>
<td>Decelles, 3rd Floor, Section Nord, Sept-Îles</td>
</tr>
<tr>
<td>03</td>
<td>Professional Service Organizations and Knowledge-Intensive Work</td>
<td>I–VII</td>
<td>Main: Decelles, 3rd Floor, Section Sud, Saint-Hyacinthe</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Break-out: Victoriaville</td>
</tr>
<tr>
<td>04</td>
<td>Diversity, Diversity Management and Identity in Organizations</td>
<td>I–VII</td>
<td>Main: CSC, 1st Floor, Blue Section, Ernst &amp; Young</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Break-out: Rona</td>
</tr>
<tr>
<td>05</td>
<td>Strategizing Activity and Practice: Connecting the Material to the Social</td>
<td>I–VII</td>
<td>Main: CSC, 1st Floor, Red Section, Salle Louis-Laberge</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Break-out: Salle Aimé-Quintal, Talvest 1, Talvest 2</td>
</tr>
<tr>
<td>06</td>
<td>Hybrids and Hybridization in Public Management and Organizations</td>
<td>I–VII</td>
<td>Main: Decelles, 3rd Floor, Section Sud, Sherbrooke</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Break-out: Victoriaville</td>
</tr>
<tr>
<td>07</td>
<td>An Institutional Family Reunion? Bridging Ontologies, Levels and Methods</td>
<td>I–VII</td>
<td>Main: Jean-Brillant, B-4321</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Break-out: Jean-Brillant, B-4310</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Jean-Brillant, B-4320</td>
</tr>
<tr>
<td>08</td>
<td>The Handling of History: Methods and Theories</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Yellow Section,Québecor</td>
</tr>
<tr>
<td>09</td>
<td>Identity in Art, Design, and Organization</td>
<td>I–VII</td>
<td>CSC, 4th Floor, Blue Section, Salle Esdras-Minville</td>
</tr>
<tr>
<td>Sub-theme</td>
<td>Title</td>
<td>Session</td>
<td>Room</td>
</tr>
<tr>
<td>-----------</td>
<td>----------------------------------------------------------------------</td>
<td>---------</td>
<td>------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>10</td>
<td>Corporate Responsibility: Towards Inclusive Development?</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Yellow Section, Deloitte Touche Tohmatsu</td>
</tr>
<tr>
<td>11</td>
<td>Change in Multinational Firms: Expatriate Managers, Institutions and Sector Specific Issues</td>
<td>I–VII</td>
<td>Main: Decelles, 3rd Floor, Section Sud, L’Oréal Canada Break-out: Granby</td>
</tr>
<tr>
<td>12</td>
<td>Processes of Organizational Creativity: Collective Entrepreneurship, Co-creation and Collaborative Innovation</td>
<td>I–VII</td>
<td>Main: CSC, 1st Floor, Green Section, Procter &amp; Gamble Break-out: Béton Grilli (Blue Section)</td>
</tr>
<tr>
<td>13</td>
<td>Creativity, Aesthetics, and Business: Explorations in Markets, Organizations and Institutions</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Green Section, Salle Nancy et Michel-Gaucher</td>
</tr>
<tr>
<td>14</td>
<td>Organizational Network Research: Bridging and Bridges in Organizational Networks</td>
<td>I–VII</td>
<td>Decelles, 3rd Floor, Section Nord, Rouyn-Noranda</td>
</tr>
<tr>
<td>15</td>
<td>Organizational Ethnography: Behind and Beyond the Field</td>
<td>I–VI</td>
<td>Main: Decelles, 3rd Floor, Section Nord, Val-d’Or Break-out: Granby (Section Sud)</td>
</tr>
<tr>
<td>16</td>
<td>From Global Sourcing of Business Services and Innovation to Reconfiguring the Global Organization</td>
<td>I–V</td>
<td>Decelles, 3rd Floor, Section Sud, Rivière-du-Loup</td>
</tr>
<tr>
<td>17</td>
<td>Changing East Asian Business Systems</td>
<td>I–VI</td>
<td>Decelles, 3rd Floor, Section Nord, Forestville</td>
</tr>
<tr>
<td>18</td>
<td>Cultural Economies and Economic Cultures in the Organization of Markets</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Green Section, Saine Marketing</td>
</tr>
<tr>
<td>19</td>
<td>Blurring Boundaries: Civil Society Organizations and Changing Societal Governance</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Blue Section, Salle Serge Saucier</td>
</tr>
<tr>
<td>20</td>
<td>Sustainable Development and Financial Markets: Connections, Pitfalls and Options</td>
<td>I–V</td>
<td>CSC, 1st Floor, Yellow Section, Transat</td>
</tr>
<tr>
<td>21</td>
<td>Sustainable Enterprise Evolution: Combining Individual-, Firm- and System-Level Perspectives</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Yellow Section, Société canadienne des postes</td>
</tr>
<tr>
<td>Sub-theme</td>
<td>Title</td>
<td>Session</td>
<td>Room</td>
</tr>
<tr>
<td>-----------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>22</td>
<td>Business Models and Organizations: Uncovering the Origins of New Business Models</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Yellow Section, Raymond Chabot Grant Thornton</td>
</tr>
<tr>
<td>23</td>
<td>Boundary Crossing Innovation in Cities and Regions</td>
<td>I–VI</td>
<td>CSC, 1st Floor, Green Section, TD Assurance Meloche Monnex</td>
</tr>
<tr>
<td>24</td>
<td>Exaptation: Creativity, Innovation and New Product-Market Creation</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Green Section, PricewaterhouseCoopers</td>
</tr>
<tr>
<td>25</td>
<td>Demand-Side Approaches to Value Creation in Technology Innovation, Entrepreneurship and Strategic Management</td>
<td>I–VII</td>
<td>Decelles, 4th Floor, Section Nord, La Tuque</td>
</tr>
<tr>
<td>26</td>
<td>Organizing Healthcare Innovation: Building Bridges and Dismantling Barricades</td>
<td>I–VII</td>
<td>Decelles, 3rd Floor, Section Nord, Chibougamau</td>
</tr>
<tr>
<td>27</td>
<td>Risk, Crisis and Emergency Management</td>
<td>I–VII</td>
<td>Decelles, 3rd Floor, Section Sud, Rimouski</td>
</tr>
<tr>
<td>28</td>
<td>Troubled Times, Big Issues, Institutional Crises: Insights from Organization Theory</td>
<td>I–VII</td>
<td>Decelles, 3rd Floor, Section Nord, Louiseville</td>
</tr>
<tr>
<td>29</td>
<td>Unmasking Corruption: Critical Perspectives on Corruption and Anti-Corruption</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Yellow Section, KPMG</td>
</tr>
<tr>
<td>30</td>
<td>Strategic and Institutional Environments</td>
<td>II–VII</td>
<td>Decelles, 3rd Floor, Section Nord, Alma</td>
</tr>
<tr>
<td>31</td>
<td>Leveraging Cultural Dynamics in Organizations</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Blue Section, Standard Life 1</td>
</tr>
<tr>
<td>32</td>
<td>Bridging Perceptions of Organizations: Identities, Images and Reputations</td>
<td>I–VII</td>
<td>Main: CSC, 1st Floor, Blue Section, Banque Scotia Break-out: Rona (Blue Section)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>II</td>
<td></td>
</tr>
<tr>
<td>33</td>
<td>Management Occupations: Exploring Boundaries and Knowledge Flows</td>
<td>I–VII</td>
<td>Decelles, 3rd Floor, Section Nord, Saguenay</td>
</tr>
<tr>
<td>34</td>
<td>Inter-organizational Collaboration and Networks</td>
<td>I–V</td>
<td>Decelles, 3rd Floor, Section Nord, Roberval</td>
</tr>
<tr>
<td>35</td>
<td>Organizations and their Consumers: Bridging Production and Consumption</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais</td>
</tr>
<tr>
<td>Sub-theme</td>
<td>Title</td>
<td>Session</td>
<td>Room</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------------------------------------------------------------------</td>
<td>---------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>36</td>
<td>Exploring the Kaleidoscopic Nature of Branding</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Green Section, Van Houtte</td>
</tr>
<tr>
<td>37</td>
<td>Strategic Learning in Practice: Understanding the Complexity of Organizational Learning</td>
<td>I–VII</td>
<td>Main: Decelles, 4th Floor, Section Sud, Magog Break-out: Mont-Laurier (Section Nord)</td>
</tr>
<tr>
<td>38</td>
<td>Temporary and Project-Based Organizing</td>
<td>I–VII</td>
<td>Decelles, 4th Floor, Section Nord, Amos</td>
</tr>
<tr>
<td>39</td>
<td>Bridging Time: Exploring the Dynamics of Routines and Path Dependence</td>
<td>I–VII</td>
<td>Main: CSC, 1st Floor, Blue Section, Banque CIBC Break-out: Demers Beaulne (Green Section)</td>
</tr>
<tr>
<td>40</td>
<td>Affect at Work: Psychosocial Approaches to Organizations and Organizing</td>
<td>I–VII</td>
<td>Main: CSC, 1st Floor, Green Section, Gérard-Parizeau Break-out: Dutilier International (Green Section)</td>
</tr>
<tr>
<td>41</td>
<td>Embodying Leadership with Ethics in Mind</td>
<td>I–VII</td>
<td>CSC, 3rd Floor, Green Section, Paris</td>
</tr>
<tr>
<td>42</td>
<td>The Communicative Constitution of Organizations: Organizations as Precarious Accomplishments</td>
<td>I–VII</td>
<td>Main: CSC, 1st Floor, Green Section, CPA du Québec Break-out: Cogeco (Blue Section)</td>
</tr>
<tr>
<td>43</td>
<td>The Power of Language(s): A Linguistic Perspective on Organizational Realities</td>
<td>I–VI</td>
<td>CSC, 1st Floor, Green Section, Salle Marie-Husny</td>
</tr>
<tr>
<td>44</td>
<td>Advancing the Institutional Logics Perspective</td>
<td>I–VII</td>
<td>Main: Jean-Brillant, B-4331 Break-out: Jean-Brillant, B-4340</td>
</tr>
<tr>
<td>45</td>
<td>Pluralism and Patterns in Institutional Trajectories</td>
<td>I–VII</td>
<td>Jean-Brillant, B-4311</td>
</tr>
<tr>
<td>46</td>
<td>Embracing Paradoxes and Tensions: Implications for Research, Practice, and Teaching</td>
<td>I–VII</td>
<td>Main: Decelles, 3rd Floor, Section Nord, Mont-Tremblant Break-out: Natashuan, Shawinigan, Granby, (Section Sud), Rivière-du-Loup (Section Sud)</td>
</tr>
<tr>
<td>47</td>
<td>Marxist Organization Studies: Building Bridges</td>
<td>I–V, VII</td>
<td>CSC, 1st Floor, Green Section, Trudeau Corporation</td>
</tr>
</tbody>
</table>
## Sub-theme Index

<table>
<thead>
<tr>
<th>Sub-theme</th>
<th>Title</th>
<th>Session</th>
<th>Room</th>
</tr>
</thead>
<tbody>
<tr>
<td>48</td>
<td>The Emergence of Categories, Identities, Fields and Organizational Forms</td>
<td>I–VII</td>
<td>Main: Decelles, 3rd Floor, Section Nord, Baie-Comeau Break-out: Natashquan</td>
</tr>
<tr>
<td></td>
<td></td>
<td>III, V</td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>Living the Network: Practices of Connecting and Bridging at Work</td>
<td>I–VII</td>
<td>CSC, 1st Floor, Green Section, TAL Gestion globale d’actifs inc.</td>
</tr>
<tr>
<td>50</td>
<td>Activity Theory and Organizations</td>
<td>I–VII</td>
<td>Decelles, 4th Floor, Section Sud, Sorel-Tracy</td>
</tr>
<tr>
<td>51</td>
<td>Practice-Based Approaches to the Study of Management and Managerial Work</td>
<td>I–VII</td>
<td>Decelles, 4th Floor, Section Sud, Matane</td>
</tr>
<tr>
<td>52</td>
<td>Organizing Performativity: The Practical Life of Theory across Time and Organizational Settings</td>
<td>I–VII</td>
<td>Decelles, 4th Floor, Section Sud, Beloeil</td>
</tr>
<tr>
<td>53</td>
<td>Behavior, Management and Work</td>
<td>I–VII</td>
<td>Main: CSC, 1st Floor, Green Section, St-Hubert Break-out: Cogeco (Blue Section)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IV</td>
<td></td>
</tr>
<tr>
<td>54</td>
<td>Rethinking the Social, Technical and Material Foundations of Organizations</td>
<td>I–III</td>
<td>CSC, 1st Floor, Yellow Section, Metro</td>
</tr>
<tr>
<td></td>
<td></td>
<td>IV–VII</td>
<td>Xerox</td>
</tr>
<tr>
<td>55</td>
<td>Bridging the Real and the Virtual in a Digital World</td>
<td>I–VI</td>
<td>CSC, 1st Floor, Yellow Section, Groupe Cholette</td>
</tr>
</tbody>
</table>
Rethinking Careers: Theoretical Foundations of Career Studies and their Development

Convenors
Wolfgang Mayrhofer, Vienna University of Economics and Business, Austria; wolfgang.mayrhofer@wu.ac.at
Martina Gianecchini, University of Padova, Italy; martina.gianecchini@unipd.it
Hugh Gunz, University of Toronto, Canada; hugh.gunz@utoronto.ca

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Trois-Rivières

Career Literature so Far: Avenues for Moving ahead
Chair: Wolfgang Mayrhofer

Yehuda Baruch, Nora Szücs and Hugh Gunz
What’s in the label: The rise and rise of careers’ concepts – Why career theory stumble

Sanne Nijs, Nicky Dries and Luc Sels
Talent identification throughout the career: A multidisciplinary review of different components

Colin Lee and Will Felps
Mapping careers

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Trois-Rivières

Studying Career: The Relevance of Contexts
Chair: Judith K. Pringle

Emily Porschitz and Akram Al Ariss
Representing context in the study of careers: Alternative understandings

Thomas M. Schneidhofer
Bridging (at least?) sociology and psychology? A relational view on career boundaries at the nexus of structure and agency
Session III

Thursday, July 4, 2013, 16:00–17:30
Decelles, 3rd Floor, Section Nord, Trois-Rivières

Careers within and across Internal Labour Market
Chair: Marijke Verbruggen

Sidinei Rocha de Oliveira and Lisiane Closs
Promoting interdisciplinary career studies through life history research

Luciana Turchick Hakak
Beyond underemployment: Conceptual links between underemployment, dirty work and identification dynamics

Karl Ydén
The military career system. Decoupling different logics of action

Yuval Engel, Emma Kleijn and Svetlana Khapova
Career as antecedent of entrepreneurial decision-making: Uncovering the role of prediction and control

Session IV

Friday, July 5, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Trois-Rivières

Careers on the Field
Chair: Anneleen Forrier

Andrea Schmidt and Martin Steinbereitner
The career field of theater directors. The interplay between the artistic director’s and the theater’s reputation

Markus Latzke, Wolfgang Mayrhofer, Katharina Pernkopf-Konhäsner, Carina Rohr and Thomas M. Schneidhofer
Career capital in transitions crossing career fields

Judith K. Pringle, Deborah Jones and Lynette Reid
Careers constructed on location: A Bourdieusian critique
Session V
Location: Decelles, 3rd Floor, Section Nord, Trois-Rivières

Friday, July 5, 2013, 14:00–15:30

Careers, Success and Legitimation
Chair: Gina Dokko

Thijs Velema
Organizational status as bridge to career attainment in professional football

Denise Faifua and Frank Tortorello
Elite professionalism: The positioning of career agency in occupation

Amélie Dervaux, François Pichault, Didier Vrancken and Virginie Xhauflair
New ways of managing boundaryless careers: An institutional innovation?

Jannine Williams and Sharon Mavin
Women’s intra-gender friendships at work

Session VI
Location: Decelles, 3rd Floor, Section Nord, Trois-Rivières

Saturday, July 6, 2013, 09:00–10:30

The Career Scripts Approach
Chair: Thomas M. Schneidhofer

Amit Nigam and Gina Dokko
Career scripts as enablers of institutional entrepreneurship

Emmanuelle Garbe and Loïc Cadin
Redefining the career script as a two-dimensional concept: The case of humanitarian worker careers

Jean-Denis Culié and Annick Valette
Career scripts within a cluster: A social position approach
Session VII
Location
Saturday, July 6, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Trois-Rivières

Managing Individual Career: Between Decision and Adaptation
Chair: Martina Gianecchini and Hugh Gunz

Ellen R. Peeters, Jill Nelissen, Nele De Cuyper, Anneleen Forrier, Marijke Verbruggen and Hans De Witte
Movement capital: Towards conceptual and measurement clarity

Marijke Verbruggen
When career decisions aren’t realized: A behavioral decision science perspective

Nicky Dries and Rein De Cooman
The protean career: What can we learn from the literature on person-organization fit and job search?
Authority, Prices and Trust: Within and Across Organizational Boundaries

Convenors
Antoinette Weibel, University of Konstanz, Germany; antoinette.weibel@uni-konstanz.de
Reinhard Bachmann, University of Surrey, UK; r.bachmann@surrey.ac.uk
Thomas Mellewigt, Freie Universität Berlin, Germany; mellewigt@wiwiss.fu-berlin.de

Session I Location Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Sept-Îles

Contexts
Chair: Antoinette Weibel

Peter Moran and Salih Zeki Özdemir
*The role of embeddedness in stimulating the flow of resources*

Marianne Afanassieva
*Survival through networks: The role of trust in the Russian post-Soviet context*

Valérie Mérindol and David W. Versailles
*The endogeneous variables ruling on complementarities between governance mechanisms: A case study about Eurocontrol surveillance programs*

Session II Location Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Sept-Îles

Dynamics
Chair: Reinhard Bachmann

Véronique Le Gall
*Understanding the creation and development of trust in interorganizational relationships: A conceptual and methodological model*

Sabina Siebert, Branko Božič, Graeme Martin and Iain Docherty
*What do Burrell and Morgan’s sociological paradigms and Fox’s frames of reference tell us about organizational trust and the trust repair literature?*

Veit Wohlgemuth
*The impact of trust and control on dynamic capabilities*
Session III

**Location**

**Thursday, July 4, 2013, 16:00–17:30**

Decelles, 3rd Floor, Section Nord, Sept-Îles

**Dimensions**

Chair: Thomas Mellewigt

Yu-Hsu Sean Hsu and Connie Chang

*The creation of trust in the context of multinational Chinese family businesses*

Olivier Butzbach

*Trust in banks*

Ann-Marie Nienaber, Rosalind Searle and Gerhard Schewe

*Regulation, regulation: What impact does regulatory environment have on the rebuilding of organizational trustworthiness? Findings from a meta-analysis*

Mohamed Hédi Charki, Emmanuel Josserand and Nabila Boukef

*Unraveling the role of the law in providing a context for interorganizational trust repair after severe trust-violations events*

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Session IV

**Location**

**Friday, July 5, 2013, 09:00–10:30**

Decelles, 3rd Floor, Section Nord, Sept-Îles

**Elements**

Chair: Antoinette Weibel

Alison Legood, Geoff Thomas and Rosalind Searle

*Determining organisational trust: The role of organisational structure and managerial trustworthy behaviour*

Martina Hartner-Tiefenthaler

*Power and trust within organizations and how it relates to organizational behavior*

Adeela Wagar and Robert Hurley

*Diagnostic measures of organizational trustworthiness: An organizational learning approach to preventing major trust violations*
Session V

Location

Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Nord, Sept-Îles

Linkages
Chair: Thomas Mellewigt

Reinhard Bachmann and Frens Kroeger
Trust, power and money as inter-organisational media

Matthew Prevett
Authority, trust and church: The tryst of three forbidden lovers

Antoinette Weibel, Deanne den Hartog, Nicole Gillespie, Rosalind Searle, Nadine Meinert and Meike Wiemann
How do control impact trust in the employer?

Session VI

Location

Saturday, July 6, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Sept-Îles

Facets
Chair: Reinhard Bachmann

Freek J.F.W. van Berkel, Annemiek van Os, Cathy van Dyck and Peter Groenewegen
Trust and control through a cultural lens. Understanding the role of organizational error culture in the dynamics of collaboration, distrust and control in temporary project organizations

Claire Gubbins, Yseult Freeney, Grainne Kelly and Lawrence Dooley
Trust determinants of relationship operationalization for tacit knowledge seeking and sharing

Susan Addison
Perceptions of leader trustworthiness in the trust-control nexus
Session VII
Location

Saturday, July 6, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Sept-Îles

Consequences
Chair: Thomas Mellewigt

Laura Poppo
Managing contracts for fairness in buyer-supplier exchanges

Rinske Wolters, Berber Pas and Dirk Vriens
From a professionals’ perspective: How accountability systems affect professionals’ trust

Fabrice Lumineau
The influence of contracts on trust
Professional Service Organizations and Knowledge-Intensive Work

Convenors
Celeste P.M. Wilderom, Twente University, The Netherlands; c.p.m.wilderom@utwente.nl
Hüseyin Leblebici, University of Illinois at Urbana-Champaign, USA; hleblebi@illinois.edu
Juani Swart, University of Bath, UK; mnsjas@management.bath.ac.uk

Session I Location
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Sud, Saint-Hyacinthe

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

Johan Alvehus and Laura Empson
The autonomous follower? On leadership in professional service organizations

Nicholas Kinnie, Juani Swart, Yvonne van Rossenberg and Zeynep Yalabik
Profiles of liminality: Commitment conflict in professional service firms

Isaac Waisberg
Professional habit and its sociological implications

Session II Location
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Sud, Saint-Hyacinthe

Alternative Governance Forms in PSF
Chair: Juani Swart

Sébastien Gand, Lucie Noury and Jean-Claude Sardas
On the existence and sustainability of organizational alternatives to the dominant PSF model: Crisis and change in a democratic consulting firm

Joseph Lampel, Ajay Bhalla and Pushkar P. Jha
Employee owned versus non-employee owned business: Does governance confer resilience?
Uwe Wilkesmann  
*Transformational governance of knowledge intensive work – The case of intrinsic academic teaching motivation*

**Session III**  
**Location**  
Thursday, July 4, 2013, 16:00–17:30  
Decelles, 3rd Floor, Section Sud, Saint-Hyacinthe

**Gender, Class & Representation in Professional Work**  
Chair: Hüseyin Leblebici

Louise Ashley and Laura Empson  
*Understanding social exclusion and the ‘war for talent’ in the UK’s elite professional service firms*

Anca Metiu and Otilia Obodaru  
*Geeks and freaks: How women in the free and open source software community experience and deal with double bind situations*

Katharina Chudzikowski and Angelika Schmidt  
*Representation of academic professionals: Managing boundaries and forging common grounds*

**Session IV**  
**Location**  
Friday, July 5, 2013, 09:00–10:30  
Decelles, 3rd Floor, Section Sud, Saint-Hyacinthe

**Nature of Management and Control in PSF**  
Chair: Celeste P.M. Wilderom

Sébastien Stenger  
*Struggles for reputation: Interdependencies, regulation and control of workers in a knowledge intensive firm*

Laura Empson and Anna Jonsson  
*Cult(ures) of collegiality and control: Elite professional service firms as collaborative communities*

Love Börjeson and Jan Löwstedt  
*Debates, dilemmas and facts: Changing practice and meta-practice in a professional service firm*
Session V
Location
Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Sud, Saint-Hyacinthe

Knowledge Sharing & Learning in Professional Settings
Chair: Juani Swart

Tatiana Andreeva and Anastasia Sergeeva
Knowledge sharing research: Bringing context back in

Maximiliane Wilkesmann
Influencing factors on hiding and sharing ignorance in hospitals

Uta Wilkens, Ksenia Mänz and Thomas Süße
Integrating production and services for product-service systems in the engineering sector – The challenge of servitization from an organizational learning perspective

15:30–16:00
JPO Coffee Break

The Journal of Professions and Organization (JPO) aims to be the premier outlet for research on organizational issues concerning professionals, including their work, management and their broader social and economic role. This event is a chance to find out more about the Journal from one of the editors. Refreshments will also be provided.

Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
– Parallel Stream –
Decelles, 3rd Floor, Section Sud, Saint-Hyacinthe

Parallel Stream A
Managing Innovation & Change in PSF
Chair: Celeste P.M. Wilderom

Stephanie Smith
Managing service innovation – A study of organizational relevance, responsibilities, and systematization

Americo Cicchetti, Valentina Iacopino and Daniele Mascia
Adopting medical technologies in organizations: The impact of professional networks and social capital on the alignment of individual perceptions

Even Nerskogen
Effective leadership behavior during planned organizational change in professional organizations
Sub-theme (SWG) 03

Location
Decelles, 3rd Floor, Section Sud, Victoriaville

Parallel Stream B
Client Relations & Value Creation
Chair: Hüseyin Leblebici

Alaric Bourgoin and Jean-François Harvey
Situated learning in new environments: The rise in competence of management consultants

Jeffrey Treem
How organizations communicate expertise without experts: Exploring practices in communication service organizations

Wendy Dubbeld and Willem Burggraaf
Do line managers think knowledge transfer and application adds to consultants’ value?

Carole Lalonde and Chloé Adler
An exploratory study on consultants’ roles in their helping relationship with managers experiencing change in the healthcare sector

Session VII
Saturday, July 6, 2013, 11:00–12:30
– Parallel Stream –

Location
Decelles, 3rd Floor, Section Sud, Saint-Hyacinthe

Parallel Stream A
Organizational Forms, Survival and Growth of PSF
Chair: Juani Swart

Nina Shah and Joseph Mahoney
The endogenous process of growth in large law firms

Brian King, Legoux Renaud and Fredette Marc
Structure and survival of venture capital firms

Kajari Mukherjee
Organizational arrangements in various categories of professional service organizations (PSOs) in Information (I) space
**Parallel Stream B**

**Collaboration across Professional Boundaries**

Chair: Hüseyin Leblebici

**Alice Lam**

*Knowledge brokering between academic and practitioner communities: Academics as artists and artists as academics*

**Silke Bucher, Samia Chreim, Ann Langley and Trish Reay**

*Contestation about collaboration: Discursive boundary work among professional groups*

**Nassera Touati, Charo Rodriguez, Marie-Andrée Paquette and Jean-Louis Denis**

*Bridging physicians across boundaries: A qualitative case study*
Diversity, Diversity Management and Identity in Organizations

Convenors
Inge Bleijenbergh, Radboud University, Nijmegen, The Netherlands; i.bleijenbergh@fm.ru.nl
Charlotte Holgersson, KTH Royal Institute of Technology, Stockholm, Sweden; charlotte.holgersson@itm.kth.se
Irene Ryan, AUT University, Auckland, New Zealand; irene.ryan@aut.ac.nz

Session I Location
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Ernst & Young

Diversity and Managers
Chair: Charlotte Holgersson

Saija Katila, Päivi Eriksson, Silvia Gherardi and Annalisa Murgia
Constructing diversity in managerial ranks in Finland and in Italy
Discussant: Salvador Barragan

Helga Eberherr, Angelika Schmidt and Regine Bendl
Intersecting diversity dimensions in the executive search process and the (re-)production of professional identities
Discussant: Saija Katila

Salvador Barragan and Albert Mills
Top women managers navigating the hybrid gender order in Mexico
Discussant: Regine Bendl

Session II Location
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Blue Section, Ernst & Young

Gender, Ethnicity and Identity
Chair: Irene Ryan

Carolin Ossenkop, Claartje J. Vinkenburg, Paul G.W. Jansen and Halleh Ghorashi
How does identity work at work? Identity matters in ethnic diversity, gender, and career experiences
Discussant: Junko Takagi
Carol-Anne Gauthier
*Obstacles to socioeconomic integration of highly-skilled female immigrants in Quebec: Implications for diversity management*
Discussant: Inge Bleijenbergh

Hae-Jung Hong, Junko Takagi and Susan Schneider
*Culture work: How multicultural employees negotiate their cultural identity in the workplace and its implications for how they work*
Discussant: Carolin Ossenkop

Inge Bleijenbergh, Caroline Essers and Pim van de Loo
*“Your family would be twice as proud”: Male Moroccan entrepreneurs in the Netherlands*
Discussant: Carol-Anne Gauthier

**Session III**

**Thursday, July 4, 2013, 16:00–17:30**

**CSC, 1st Floor, Blue Section, Ernst & Young**

**Diversity Management over Generations**
Chair: Inge Bleijenbergh

Martine van Selm and Beate I.J.M. Van der Heijden
*Communicating employability enhancement throughout the life-span: A national intervention program aimed at combating age-related stereotypes at the workplace*
Discussant: Aicha Serghini Idrissi

Aicha Serghini Idrissi
*Confirming and reproducing communality as a gender norm: Women on the both ends of performance appraisal*
Discussant: Sakura Shimada

Mélia Djabi and Sakura Shimada
*How does generational diversity contribute to the organizational dynamic? An empirical view*
Discussant: Martine van Selm
Session IV
Location
Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Ernst & Young

Context, Space and Position
Chair: Charlotte Holgersson

Christian Hirt and Almina Bešić
*Diversity management in different contexts: Diverging perspectives from Central and South-Eastern Europe*
Discussant: Isabel Collien

Lilian Barros Moreira, Fernanda Mitsue Soares Onuma, Flávia Luciana Naves Mafra and Betina Magalhães Bitencourt
*Reflections on the social production of space and work for people with disabilities*
Discussant: Christian Hirt

Isabel Collien and Barbara Sieben
*Diversity policies: Maintaining or deinstitutionalizing racism? The example of a German public administration*
Discussant: Fernanda Mitsue Soares Onuma

Session V
Location
Friday, July 5, 2013, 14:00–15:30
– Parallel Stream –
CSC, 1st Floor, Blue Section, Ernst & Young

Parallel Stream A
Activism & Resistance in Diversity Management
Chair: Irene Ryan

Fabien Hildwein
*How a feminist activist group questions diversity management practices: A case study*
Discussant: Nelarine Cornelius

Dawn Langley and Jenny Sealey
*A global stage: Exploring the Paralympic Opening Ceremony 2012 as an experience of managing diversity, bridging cultures and creating a site of resistance*
Discussant: Fabien Hildwein

Nelarine Cornelius and Miguel Martinez Lucio
*Deliberation, participation and diversity: Towards a radical agenda*
Discussant: Dawn Langley
Parallel Stream B: Discrimination, Political Games and Coping Mechanisms
Chair: Charlotte Holgersson

José Serlin and Alejandro M. Estevez
Organizational ostracism as political game
Discussant: Tricia Cleland Silva

Agnès Ceccarelli
From social sciences to management: Diversity management to avoid discrimination during the hiring process
Discussant: Alejandro M. Estevez

Tricia Cleland Silva
Creating a disposable, diverse workforce of nurses through coping management? A critical discourse analysis of managing Filipino nurses in Finland
Discussant: Agnès Ceccarelli

Session VI
Saturday, July 6, 2013, 09:00–10:30
Location CSC, 1st Floor, Blue Section, Ernst & Young

Diversity Management in the Nonprofit Sector
Chair: Inge Bleijenbergh

Christina Schwabenland and Frances Tomlinson
A framework for equality and human rights in the UK voluntary sector: Bridging dialectical tensions in diversity management
Discussant: Irene Ryan

Wendy Cukier, James Tiessen, Shelley Smarz, Jarrod Ladouceur and Kyle Willmott
How organizational diversity management results in better patient care: The “business case” for diversity and hospitals in the Greater Toronto Area (GTA)
Discussant: Christina Schwabenland

Irene Ryan, Katherine Ravenswood and Judith Pringle
Bringing diversity into diversity management: Considering not-for-profit organisations?
Discussant: Shelley Smarz
Session VII
Location

Saturday, July 6, 2013, 11:00–12:30
CSC, 1st Floor, Blue Section, Ernst & Young

Diversity Management in the Creative Sector
Chair: Irene Ryan and Inge Bleijenbergh

Aurélie Toivonen

*Diversity as a source for creativity: The case of Cameroonian professionals in Finnish organizations*
Discussant: Lynn Schäfer

Jaigris Hodson and Wendy Cukier

*Diversity online: Voice and representation on the Google, Facebook and Twitter corporate blogs*
Discussant: Aurélie Toivonen

Marion Festing, Angela Kornau and Lynn Schäfer

*Gender and generations as diversity parameters in talent management – A single case study in the changing environment in the German media industry*
Discussant: Jaigris Hodson
Strategizing Activity and Practice: Connecting the Material to the Social

Convenors
Charlotte Cloutier, HEC Montréal, Canada; charlotte.cloutier@hec.ca
Paula A. Jarzabkowski, Aston Business School, UK / S&TS, Cornell University, USA; paj49@cornell.edu
Andreas Paul Spee, UQ Business School, The University of Queensland, Australia; speeap@gmail.com

Session I Location
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Red Section, Salle Louis-Laberge

Welcome; Sociomateriality I
Chair: Charlotte Cloutier

Sara Winterstorm Värlander, Pam Hinds, Brandi Pearce and Bobbi Thomason
Cross-cultural experiences of an “innovation fostering” organizational space: Bringing in a “system view” of culture to the strategy realm to understand diverse experiences in China, India and the US

Veronika Bashtovaya and Timo Vuori
Physically grounded strategizing

Liisa Naar and Stewart Clegg
Models at work: Strategies for innovating in architectural practice

Session II Location
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Red Section, Salle Louis-Laberge

Three Perspectives on Strategy and Materiality
Chair: Paula A. Jarzabkowski

Panel discussion featuring François Cooren, Paul Leonardi and Davide Ravasi
Session III  

Thursday, July 4, 2013, 16:00–17:30
– Parallel Stream –

Parallel Stream A

**Sensemaking**
Chair: Luc Brès

Julien Chevalley, Nada Endrissat and Claus Noppeney  
*Middle managers’ visual competence: Visual-material practices and sensemaking in strategy work*

Mark Kelley  
*Precursor practicing in collective sensemaking: Some key practices*

Parallel Stream B

**Texts/Narratives**
Chair: Stéphanie Dameron

Mikael Lundgren and Martin Blom  
*Strategy “texts” and recursiveness: The influence of textualization on strategy practice*

Jeannie Holstein  
*Narrative as a strategic practice: The university as axis mundi at the intersection of policy and organizational strategy*

Nicolas Arnaud, Céline Legrand, Eric Maton and Colleen E. Mills  
*Middle manager as the interface between global strategy and strategy practice. Enacting strategy through materializing*

Parallel Stream C

**Space and Socio-material Arrangements**
Chair: Peter Smith

Paula A. Jarzabkowski, Gary Burke, Andreas Paul Spee and Michael Smets  
*Strategizing space: The spatial-material embodiment of risk-trading episodes*
Vanessa Brulon Soares and Alketa Peci
*Strategy practice in spaces in the margins of State: The case of organizations in the public security field in Rio de Janeiro favelas*

Nils Wåhlin, Maria Kapsali and Tomas Blomquist
*Strategizing through urban spaces: Materializing a capital of culture*

**Location**

**Parallel Stream D**

**Conflict**

Chair: Suela Haxhiraj

Jane Kirsten Lê and Paula A. Jarzabkowski
*Conflict as a micro process shaping the relationship between strategy process and content*

Ann Langley and Andreas Paul Spee
*Managing strategy-identity tensions in strategic planning*

Patricia A. MacDonald and Oana Branzei
*From conflict to collective agency: Practices of emergence*

**Location**

**Parallel Stream E**

**Strategizing Processes 1**

Chair: David Seidl

Anna-Karin Stockenstrand and Fredrik Nilsson
*Linking financial and operational logics – The strategic role of boundary spanners*

Alexandra Lai, Harald Tuckermann and Johannes Rüegg-Stürm
*Rebuilding leadership legitimacy – Textual artifacts to balance the participation-selection duality*

Anniina Rantakari and Vesa Puhakka
*What is strategic? Strategy as the practice of biopower*
Session IV
Location: CSC, 1st Floor, Red Section, Salle Louis-Laberge

Friday, July 5, 2013, 09:00–10:30

Provocative Ideas
Chair: Oana Branzei

Søren Obed Madsen
Strategy as a virus

Stéphane Guérard, Ann Langley and David Seidl
Rethinking the concept of performance in strategy research:
Towards a performativity perspective

Peter Smith and Peter Boxall
Strategising in a professional service firm

Session V
Location: CSC, 1st Floor, Red Section, Salle Aimé-Quintal

Friday, July 5, 2013, 14:00–15:30
– Parallel Stream –

Parallel Stream A
Meso Practices
Chair: Stéphane Guérard

David Schreiber and Alison Rieple
An examination of strategic decision-making practices in music industry micro-firms: A Bourdieu practice perspective

Jan-Florian Schlapfner and Monika Lesner
Surviving in the wild: Determinants and practices of strategic initiative development

Svante Schriber
Integration practices in M&A. Activity patterns for unlocking synergy potential
Parallel Stream B

**Strategizing Processes II**
Chair: Céline Legrand

Hajime Kobayashi, Masae Takimoto, Masaaki Takemura and Yoritoshi Hara
*Ambidextrous organizational learning and enacted strategy stuff: Combining the strategy-as-practice view and dynamic capability view*

Paula A. Jarzabkowski, Rebecca Bednarek and Andreas Paul Spee
*Materialising uncertain events as financial deals: Performing risk appraisal through practical understanding*

Christian Koch and Ole Friis
*An arena for things? Sociomaterial staging of strategists, devices and praxis*

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Parallel Stream C

**Tools**
Chair: Felix Werle

Nina Bauer, Miguel Pina e Cunha and Stewart Clegg
*How do creative professionals use strategy tools? Analyzing the role of objects in strategy making and implementing*

Isabelle Corbett-Etchevers and Aura Parmentier Cajaiba
*Toying with regulation: Strategizing tools as organizational bricolage*

Suela Haxhiraj
*Towards a practical guideline for the use of strategy frameworks*

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Parallel Stream D

**Objects and Materialization**
Chair: Geneviève Renaud and Véronique Labelle

Patricia Wolf and Jacqueline Holzer
*Matter matters: The new performative agential method*
Richard Hall, Kristine Dery, Nick Wailes and Sharna Wiblen  
*Sociomateriality and strategy-as-practice: Taking technology seriously and applying actor-network theory*

Lisa Callagher and Peter Smith  
*Materializing strategy through ‘innovation awards’: Strategizing tools and deliberate new practice formation in a professional services firm*

**Location**  
CSC, 1st Floor, Red Section, Talvest 2

**Parallel Stream E**  
**Pluralistic Settings**  
Chair: Jane Kirsten Lê

Adriana Allocato and Corrado Cuccurullo  
*Getting strategic consensus in pluralistic contexts*

Hsin-Hui Chou  
*Strategizing to bridge technological change in resource-based inter-organizational structures: A sociomaterial perspective*

Maya Flensburg Jensen  
*Health care professionals doing institutional work. Contested terrains in Danish home elderly care*

**Session VI**  
**Location**  
Saturday, July 6, 2013, 09:00–10:30  
CSC, 1st Floor, Red Section, Salle Louis-Laberge

**Socio-materiality II**  
Chair: Rebecca Bednarek

Geneviève Renaud, Djahanchah P. (Sacha) Ghadiri, Véronique Labelle and Linda Rouleau  
*Embodying and materializing strategy through PowerPoint presentations*

Luc Brès and Jean-Pascal Gond  
*Connecting Corporate Social Responsibility materialization and commodification: A study of the engineering practices of consultants*

Felix Werle and David Seidl  
*Structuring the void: Epistemic objects as catalysts of temporal structures in inter-organizational strategizing*
<table>
<thead>
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<th>Session VII</th>
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| Location   | **Saturday, July 6, 2013, 11:00–12:30**  
**CSC, 1st Floor, Red Section, Salle Louis-Laberge** |

**Group Discussion**
Chair: Andreas Paul Spee

**Discussion with the editors of the *British Journal of Management*’s special issue on “Strategizing Material & Materializing Strategy”**
Hybrids and Hybridization in Public Management and Organizations

**Convenors**
Christine Teelken, VU University Amsterdam, The Netherlands; J.C.Teelken@vu.nl
Ewan Ferlie, King’s College London, UK; ewan.ferlie@kcl.ac.uk
Nicolette van Gestel, TiasNimbas Business School, Tilburg University, The Netherlands; n.vangestel@tiasnimbas.edu

**Session I**
**Location**
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Sud, Sherbrooke

**Hybridised Organizations**
Chair: Christine Teelken

Michael D. Fischer, Sue Dopson, Louise Fitzgerald, Chris Bennett, Ewan Ferlie, Jean Ledger and Gerry McGivern
The hybridisation or complementarity of knowledge? The role of knowledge leadership
Discussant: Lucia Crevani (or a co-author)

Thierry Garrot and Nathalie Angelé-Halgand
Hybridizing French healthcare: From current to commons-based hybrids?
Discussant: Danny Chow (or a co-author)

Corinne Grenier, Annick Valette, Franck Burellier and Johan Bernardini
Hybrids in public organizations: A compartmentalized appropriation of a (expected) hybrid role
Discussant: Tanja Klenk or Jonas Pieper

**Session II**
**Location**
Thursday, July 4, 2013, 11:00–12:30
– Parallel Stream –
Decelles, 3rd Floor, Section Sud, Sherbrooke

**Parallel Stream A**
**Hybridised Individuals in Health Care**
Chair: Nicolette van Gestel

Charlotte Ogilvie, Graeme Currie and Andy Lockett
When hybrids are destructive: Nurses and perverse liminality
Discussant: Eva Bejerot or Hans Hasselbladh
Dimitrios Spyridonidis, Jane Hendy and James Barlow  
*Understanding hybrid professional identity: The role of identity salience*  
Discussant: Rosalía Cascón-Pereira or Jerry Hallier

Kathy Hartley and Ian Kirkpatrick  
*Constructing hybrid professional-managers: Leadership development and role transition in the English NHS*  
Discussant: Christine Teelken

Christian Huber and Monika Müller  
*Accounting for tensions in a hybrid profession*  
Discussant: Martina Montauti or Benedetto Lepori

**Location**  
Decelles, 3rd Floor, Section Sud, Victoriaville

**Parallel Stream B**  
**Hybrids & Technology**  
Chair: Haldor Byrkjeflot

Dimitra Petrakaki and Ela Klecun  
*Hybridity as a process of technology’s ‘translation’: Customizing an electronic patient record in an English hospital*  
Discussant: Bastian Jantz

Miria Koshy, Gerry McGivern and Jonathan Tritter  
*The clinician-IT hybrid professional*  
Discussant: Ludivine Redslob or Benoît Gérard

Carla M. Bonina  
*Hybridisation of public organisations through information technology: dynamics of e-government*  
Discussant: Alessandro Hinna (or co-author)

**Session III**  
Thursday, July 4, 2013, 16:00–17:30  
– Parallel Stream –

**Location**  
Decelles, 3rd Floor, Section Sud, Sherbrooke

**Parallel Stream A**  
**Hybridisation in Various Forms**  
Chair: Jean-Louis Denis

Julien Raone  
*Revisiting Lipsky’s dilemmas: Experiencing hybridity at the regulatory front-lines*  
Discussant: Tom Forbes or Robin Fincham
Justin Waring and Simon Bishop
*Mapping the public sector diaspora: Towards a process model of inter-sectoral cultural hybridisation using evidence from the English health reform*
Discussant: Raffaella Valsecchi or co-author

Rosalía Cascón-Pereira, Jerry Hallier and Mireia Valverde
*Meanings as the source of how Spanish doctor managers make sense of their hybrid roles and develop their attitudes to managing*
Discussant: Aoife McDermott or co-author

Linus Johansson Krafve
*Marketization by the (rule) book. How and why practices of valuation matter in hybridization of public management*
Discussant: Kathy Hartley or co-author

Location
Decelles, 3rd Floor, Section Sud, Victoriaville

Parallel Stream B
**Hybrids in the Welfare Sector**
Chair: Nicolette van Gestel

Tanja Klenk and Jonas Pieper
*How to respond to multiple expectations? Legitimacy management strategies in welfare markets*
Discussant: Stéphanie Chatelain-Ponroy or co-author

Danny Chow, David Greatbatch and Carl Purcell
*Hybridization of costing with caring roles in social work*
Discussant: Christian Huber

Knut Fossestøl, Tone Alm Andreassen, Eric Breit and Lars Klemsdal
*Manoeuvering in hybrid organizational environments. The Norwegian labour and welfare reform*
Discussant: Arlena Jung
Session IV  
Friday, July 5, 2013, 09:00–10:30  
– Parallel Stream –  

Location  
Decelles, 3rd Floor, Section Sud, Sherbrooke  

Parallel Stream A  
**Hybridised Organizations in Health Care**  
Chair: Haldor Byrkjeflot  

Eva Bejerot and Hans Hasselbladh  
*Patient centred healthcare as organizing ideal – An analysis of institutional transformation in Swedish health care*  
Discussant: Thierry Garrot or Nathalie Angelé-Halgand  

Robin Fincham, Tom Forbes and Robin Fincham  
*Institutional logics and institutional complexity: Explaining problems of integrated care in a mental health service*  
Discussant: Susanne Boch Waldorff or Anne Reff Pedersen  

Lauren Hamel, Lorna McKee, Patrick C. Flood, David Steel and Aoife M. McDermott  
*Governing health systems for improvement and innovation: Scotland and Ireland’s hybrid regulatory institutions*  
Discussant: Dimitra Petrakaki or Ela Klecun  

Location  
Decelles, 3rd Floor, Section Sud, Victoriaville  

Parallel Stream B  
**Hybridisation of Individuals in Higher Education**  
Chair: Ewan Ferlie  

Lucia Crevani, Marianne Ekman Rising, Monica Lindgren and Johann Packendorff  
*Leadership cultures in transition: On the cultural construction of leadership in university change processes*  
Discussant: Michael D. Fischer or co-author  

Martina Montauti and Benedetto Lepori  
*Hybrid identities and viable practices in the higher education field*  
Discussant: Dimitrios Spyridonidis or co-author  

Christine Teelken  
*Hybrids, hybridities and hybridization: Perceptions of accountability and performance measurement at universities*  
Discussant: Magnus Gulbrandsen or co-author
Session V  
Friday, July 5, 2013, 14:00–15:30  
– Parallel Stream –  
Location  
Decelles, 3rd Floor, Section Sud, Sherbrooke  

Parallel Stream A  
**Hybridisation in Various Sectors**  
Chair: Ewan Ferlie  

**Paolo Ferri and Luca Zan**  
*Understanding hidden impacts and barriers to the diffusion of public-private partnerships. The Herculaneum Conservation Project*  
Discussant: Justin Waring or Simon Bishop  

**Gary Schwarz**  
*Hybrid organizations for support activities: The cost and quality effects of public shared service centers*  
Discussant: Corinne Grenier or co-author  

**Bastian Jantz**  
*Accountability challenges of hybrid organizations – Reformed employment services in Germany and Norway*  
Discussant: Paolio Ferri or Luca Zan  

Location  
Decelles, 3rd Floor, Section Sud, Victoriaville  

Parallel Stream B  
**Hybridity in Research Organizations**  
Chair: Christine Teelken  

**Stéphanie Chatelain-Ponroy, Christine Musselin, Stéphanie Mignot-Gérard and Samuel Sponem**  
*Reforms in French public universities. How does commitment to performance match with commitment to public values?*  
Discussant: Carla Bonina  

**Arlena Jung**  
*The multiple regimes of scientific advisory agencies*  
Discussant: Julien Raone  

**Magnus Gulbrandsen, Taran Thune, Siri Borlaug and Jens Hanson**  
*Collaborative research centres as hybrid organisations. Why do only some become true hybrids?*  
Discussant: Jean-Louis Denis or co-author
Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Sud, Sherbrooke

**Hybridities in the Public Sector**
Chair: Jean-Louis Denis

**Susanne Boch Waldorff and Anne Reff Pedersen**
*Public innovation hybrids: When policy narratives draw differently on state and market logics*
Discussant: Charlotte Ogilvie or co-author

**Ingo Bode and Haldor Byrkjeflot**
*Moving forward on fragile bridges. The management of incompatibilities in hybrid public sector organizations*
Discussant: Knut Fossestøl or co-author

**Alessandro Hinna, Fabrizio Rotundi, Katia Ambrosino and Danila Scarozza**
*Hybrids and hybridity on forms of control: Risk management practices in the Italian public sector*
Discussant: Miria Koshy or co-author

Session VII
Location
Saturday, July 6, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Sud, Sherbrooke

**Hybridity & Public Management Reform**
Chair: Christine Teelken

**Raffaella Valsecchi, Neil Anderson, Maria Balta, Keith Dickson and John Harrison**
*The case of the occupational health adviceline: A hybrid and innovative model of occupational health delivery for small business*
Discussant: Linus Johansson Krafve

**Jean-Louis Denis, Ewan Ferlie and Nicolette van Gestel**
*Public management reforms and the growth of hybridity*
Discussant: Ingo Bode

**Ludivine Redslob and Benoît Gérard**
*Construction of management accountants’ occupational identity in a context where financial performance is in search of legitimacy: The case of the French Armed Forces*
Discussant: Gary Schwartz
An Institutional Family Reunion? Bridging Ontologies, Levels and Methods

Convenors
Tammar B. Zilber, School of Business, The Hebrew University of Jerusalem, Israel; mstbz@mscc.huji.ac.il
Mike Lounsbury, University of Alberta School of Business, Canada; ml37@ualberta.ca
Renate Meyer, WU Vienna University of Economics and Business, Austria; renate.meyer@wu-wien.ac.at

Session I
Thursday, July 4, 2013, 09:00–10:30
Jean-Brillant, B-4321

Charting the Terrain I
Chair: Tammar B. Zilber

Elisabeth S. Clemens
Maps in motion

Graham Dover and Thomas B. Lawrence
Locating institutional work: The roles of places in creating housing for the hard-to-house

Jeannette A. Colyvas and Eleanor Anderson
Institutionalization’s quadrant and the micro-macro dimension in organizational analysis

Session II
Thursday, July 4, 2013, 11:00–12:30
– Parallel Stream –

Parallel Stream A
Individul-level Dynamics and Institutional Logics
Chair: Patricia Bromley

Rachel Ruttan, Michael Mauskapf and Loran Nordgren
The effects of institutional complexity on creative cognition
Jillian Chown  
*Situated professionalism: Navigating the competing institutional logics of professionalism and the market*

David L. Deephouse  
*Connecting institutional entrepreneurs and macro-level institutions: The case of Louisiana farmers' markets*

**Location**  
Jean-Brillant, B-4320

**Parallel Stream B**  
**Institutional Maintenance**  
Chair: Charlene Zietsma

Maria Norbäck and Elena Raviola  
*An old institution and recycled problems: Doing institutional work on Swedish public service television*

Ruthanne Huising  
*Persistence through decoupling*

Jennifer Irwin  
*Dynamic stability in institutional maintenance: Core ideas in public libraries, 1876–2006*

**Location**  
Jean-Brillant, B-4321

**Parallel Stream C**  
**Organizations and Institutions I**  
Chair: Trish Reay

Nicoline Frølich and Kerstin Sahlin  
*University organization as bridging: Ambiguous, competing and mediated institutions*

Mirva Peltoniemi  
*Legitimacy in the absence of similar others: Celebrity firms and the construction of organizational legitimacy*

Giulia Cappellaro and Sandra Dawson  
*Institutionalization of hybrid organizational forms: Evidence from public private organizations in Italian health care system*
Session III  
Thursday, July 4, 2013, 16:00–17:30  
– Parallel Stream –  

**Location**  
Jean-Brillant, B-4310

**Parallel Stream A**  
**Institutional Actors**  
Chair: Achim Oberg

Maxim Voronov, Melea Press and Russ Vince  
“Now, it’s personal!” Integrating the whole person into organizational institutionalism

Hokyu Hwang and Jeannette Colyvas  
Actors, actors! Actors? The proliferation of the actor and its consequences

Tao Wang, Bernard Forgues and Filippo Carlo Wezel  
Dissonance counts: Disagreement in audience evaluations and producers’ responses

**Location**  
Jean-Brillant, B-4320

**Parallel Stream B**  
**Institutional Work**  
Chair: Elizabeth Goodrick

Madeline Toubiana, Charlene Zietsma and Patricia Bradshaw  
The message is on the wall: Emotions, institutional expectations, and the dynamics of emotive institutional work

Suhaib Riaz and Sean C. Buchanan  
Bankers in crisis: Maintaining an epistemic authority hierarchy through nested institutional work

Jessica Chromik  
Vocabularies as enablers and constraints in institutional work: Establishing new modes of task division in German health care

**Location**  
Jean-Brillant, B-4321

**Parallel Stream C**  
**Against the Grain**  
Chair: Markus A. Höllerer

Ossi I. Ollinaho  
Institutions and “loose” materiality
William N. Kaghan, Marc J. Ventresca, Jill Purdy and Tracy Thompson
*On writing a field-level ethnography (or “building the Tower of Babel revisited”)*

W.E. Douglas Creed, Rich DeJordy, Maureen Scully and Marc Ventresca
*The busy world of analytic “zeroes” in institutional change: Unexpected sources for movement capacity building*

**Session IV**

**Location**
Friday, July 5, 2013, 09:00–10:30
Jean-Brillant, B-4321

**Charting the Terrain II**
Chair: Mike Lounsbury

Candace Jones and Eva Boxenbaum
*Modern architecture: Bridging materials and ideas, organizational actors and society*

Mats Alvesson, Jaco Lok and André Spicer
*In search of institutional man*

Yuan Li
*Decoupling and institutionalization: A semiotic perspective on the coevolution of the symbolic and the material*

**Session V**

**Location**
Friday, July 5, 2013, 14:00–15:30
– Parallel Stream –
Jean-Brillant, B-4310

**Parallel Stream A**

**Organizations and Institutions II**
Chair: Ruthanne Huising

Alona Harness
*Bringing the source back in: Integrating perspectivist and structuralist schools of new-institutional theory in a case-study of contradictory institutional logics*

Patricia Bromley and Megan Tompkins-Stange
*“Walk the line”: How U.S. foundations respond to restrictions on political activity*

Joëlle Evans
*Moral frictions: Ethics, legitimacy and creativity in stem cell science*
Location  
Jean-Brillant, B-4320

Parallel Stream B  
**Field Level Dynamics**  
Chair: Hokyu Hwang

Pedro Monteiro, Davide Nicolini and Andrea Lippi  
*Mapping meaning multiplicity: Institutional sources of meaning variation in the consumption of management ideas*

Achim Oberg, Valeska P. Korff, Carrie Oelberger, Karina Kloos and Walter W. Powell  
*Between contestation and convergence: The proto-institutionalization of nonprofit performance metrics*

Manely Sharifian and P. Devereaux Jennings  
*Beyond the nation-state: The impact of world society and non-state actors on transnational cleantech policy and innovation*

Location  
Jean-Brillant, B-4321

Parallel Stream C  
**Individuals and Institutions**  
Chair: Bernard Forgues

Marine Agogué and Eva Boxenbaum  
*Idea generation in highly institutionalized fields: How individuals become aware of field frames*

Julia Brandl, Bernadette Bullinger and Katharina Pernkopf-Konhäusner  
*Conditions for working with institutional logics in organizational settings*

Saija Katila, Rebecca Lund, Jenny Rinkinen, Mikko Laamanen, Susan Meriläinen and Janne Tienari  
*Changes in higher education in Finland: Professionalization and standardization of writing practice*
Session VI  

Saturday, July 6, 2013, 09:00–10:30  
– Parallel Stream –  

Parallel Stream A  

Crossing Levels  
Chair: W.E. Douglas Creed  

Rami Kaplan  
*The forging of an institutional logic: Business school theorization of “business responsibilities”, 1945–1959*  

Rich DeJordy and Frank Barrett  
*Squeeze play: Changing institutions from the top and bottom simultaneously*  

Niamh O’Sullivan  
*The Equator Principles institution: The work of bridging macro and micro levels*  

Location  
Jean-Brillant, B-4310  

Parallel Stream B  

Borrowing into Institutional Theory  
Chair: P. Devereaux Jennings  

Donald Nordberg  
*Fields, logics and corporate governance*  

Adriana Roseli Wünsch Takahashi and Josué Sander  
*Knowing process and dynamic capabilities: Institutional theory and resource based theory*  

Mar Pérezts, Xavier Philippe, Véronique Steyer and Sébastien Picard  
*Secondary institutions and the pilot fish effect. The case of corporate universities*  

Location  
Jean-Brillant, B-4320
Sub-theme (SWG) 07

Location

Jean-Brillant, B-4321

Parallel Stream C

Identity and Institutional Dynamics
Chair: Maureen Scully

Trish Reay, Elizabeth Goodrick and Susanne Boch Waldorff
How can you get a leopard to change its spots? Institutional logics and physician role identity

Dennis Jancsary, Renate Meyer, Markus A. Höllerer and Vitaliano Barberio
“Call a man a customer...“: Linking reciprocal identity enactment and field-level complexity

Diane-Laure Arjaliès, Farah Kodeih and Mia Raynard
Professional role identity as a filter for institutional change: The case of responsible investment

Session VII

Saturday, July 6, 2013, 11:00–12:30
Jean-Brillant, B-4321

Group Discussion
Chair: Renate Meyer

Discussants: Marc Ventresca, Tom Lawrence, Kerstin Sahlin and Eva Boxenbaum
The Handling of History: Methods and Theories

Convenors
Lars Engwall, Dept. of Business Studies, Uppsala University, Sweden; lars.engwall@fek.uu.se
Michael Rowlinson, Queen Mary University of London, UK; m.rowlinson@qmul.ac.uk
R. Daniel Wadhwani, Eberhardt School of Business, Pacific University, USA; dwadhwani@pacific.edu

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Québeccor

Methods
Chair: Lars Engwall

William Foster, Diego Maganhotto Coraiola and Roy Suddaby
*Useful history: An ideographic analysis of the online histories of Fortune 500 corporations*
Discussant: Paolo Quattrone

Hamid Foroughi
*Collective memory, silence, and deconstruction of self-identity*
Discussant: Gabrielle Durepos

Stephanie Decker
*How to present historical analysis for organisation studies journals*
Discussant: Ronald Kroeze

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, Québeccor

Accounting for Capitalism
Chair: Michael Rowlinson

Alistair Mutch
*Religion and the development of accounting – Practice and Scotland*
Discussant: Wim van Lent
Brian J. Hilton and Andrea Bernardi
Spending well or spending properly? On the trade-off between form and performance in the history of British public sector
Discussant: Simona Spedale

Patrizio Monfardini, Pasquale Ruggiero and Paolo Quattrone
Accounting, organizations and the Italian society: The Istituto per la Ricostruzione Industriale (IRI) and the search for alternatives to US corporate capitalism (1948–1973)
Discussant: Diego Maganhotto Coraiola

Session III
Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Yellow Section, Québeccor

Strategy and History
Chair: R. Daniel Wadhwani

Lars Heide
John T. Parsons, MIT and the emergence of programmed machine tools: How to conceptualize innovation?
Discussant: Jarmo Seppälä

Albéric Tellier and Fanny Simon
Revisiting an old story with a new method to better understand the selection of a dominant design: Lessons from the aeronautic industry from 1890 to 1935
Discussant: Talia Pfefferman

Carole Donada, Gwenaëlle Nogatchewsky and Anne Pezet
It takes a quarter of a century to build a dynamic capability. Supplier relations management at Renault (1975–1999)
Discussant: Nora Lohmeyer

Session IV
Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Québeccor

Entrepreneurship and Change
Chair: Lars Engwall

Talia Pfefferman
A business of one’s own – Gender, entrepreneurship and the state in Israeli society 1930–1960
Discussant: Brian J. Hilton
Simona Spedale
Organisational change, institutional logics and the meaning of work: The transformation of the Sheffield Workhouse and the birth of the Fir Vale Hospital (1834–1906)
Discussant: Albéric Tellier

Wim van Lent
How workforce diversity affected the Dutch East India company’s shipping business
Discussant: Carole Donada

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Session V
Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Yellow Section, Québeccor

Histography and Methods
Chair: Michael Rowlinson

Eric Godelier
Describe and understand multicultural management: From essentialism to the history and anthropology of business cultures and practices
Discussant: Stephanie Decker

Sarah Robinson, Ron Kerr and Carole Elliott
Towards an organizational-historiographical methodology: A historical study of corporate power and architecture – The case of the ‘corporate campus’
Discussant: Lars Heide

Matthieu Mandard
Mirages of organizations. From the historiography of management to the management of historiography
Discussant: Hamid Foroughi

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Session VI
Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Québeccor

Histographical Accounts
Chair: R. Daniel Wadhwani

Nora Lohmeyer
The puzzling history of corporate social responsibility in Germany – Insights from a systematic historical discourse analysis
Discussant: Alistair Mutch
Jarmo Seppälä
*A blast from the past: Perspectives of past in management and organization studies*
Discussant: Sarah Robinson

Session VII

**Location**

**Saturday, July 6, 2013, 11:00–12:30**
CSC, 1st Floor, Yellow Section, Québecor

**Narrative and Rhetorical History**
Chair: Lars Engwall

**Gabrielle Durepos and Terrance Weatherbee**
*Performing history: The golden years at Nova Scotia Museums*
Discussant: Sjoerd Keulen

**Ronald Kroeze**
*The sources and narrative structure of organizational history. The corporate historical narrative of HSBC and Deutsche Bank on their websites*
Discussant: Eric Godelier

**Sjoerd Keulen**
*History as a dog and pony show: The (mis)uses of history for marketing by Wells Fargo & Company*
Discussant: Matthieu Mandard
Identity in Art, Design and Organization

Convenors
Stefan Meisiek, Copenhagen Business School, Denmark; smeisiek@cbs.dk
Ariane Berthoin Antal, Social Science Research Center Berlin (WZB), Germany; ariane.berthoin.antal@wzb.eu
Steven S. Taylor, Worcester Polytechnic Institute, USA; sst@wpi.edu

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 4th Floor, Blue Section, Salle Esdras-Minville

Aesthetics
Chair: Steven S. Taylor

Varda Wasserman and Michal Frenkel
Trapped between glass ceilings and glass walls: Organizational aesthetics as a reflection of the gendered organization

Astrid Huopalainen and Suvi Satama
Moving at the edges: Embodied agency as an illusory leeway to convey aesthetic knowledge in dance and fashion

Timon Beyes and Pierre Guillet de Monthoux
Curating the “Think-in-Itself” on organizing by art in Pistoletto, Kierkegaard and Adorno

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 4th Floor, Blue Section, Salle Esdras-Minville

Professional Identities
Chair: Ariane Berthoin Antal

Ulla Johansson Skoldberg and Jill Woodilla
Identifying identities: Recognizing paradoxical identities for students in a design management program
Valérie Chanal and Apolline Le Gall  
*Designer’ professional identity when confronted to value creation rationale*

Claus Noppeney and Nada Endrissat  
*Artistic identities on the supermarket Floor: Insights from the work of store artists*

**Session III** Thursday, July 4, 2013, 16:00–17:30  
CSC, 4th Floor, Blue Section, Salle Esdras-Minville

**Interventions**  
Chair: Stefan Meisiek

Linda J. Matula, Stefan Meisiek and Richard J. Badham  
*Whose change is it? A longitudinal study of the outcomes of an organisational theatre event*

Gervaise Debecquet and Ariane Berthoin Antal  
*Artistic interventions in organizations as intercultural relational spaces for identity-development*

Mari Moss  
*Critical story sharing (CSS): A dialectic approach to identity regulation*

Philippe Mairese, Rachel Beaujolin-Bellet, Emmanuelle Begon, Véronique Perret and Géraldine Schmidt  
*Three cases of identity (re)construction through art interventions: The dialogical and the ‘sensible’*

**Session IV** Friday, July 5, 2013, 09:00–10:30  
CSC, 4th Floor, Blue Section, Salle Esdras-Minville

**Practice and Play**  
Chair: Steven S. Taylor

Anne Pääsilä  
*Constructing a learning path for identity building in a context of practice-based innovation*

Klaus-Peter Schulz, Takaya Kawamura and Maho Tanaka Inoue  
*Playful explication and development of identity*
Delia Mannen, Thomas Maak and Nicola Pless

*Art as an expression of organizational identity: A view into the Cleveland clinic collection and its meaning in the design for human dignity*

Anna Rylander

*Workplace design in identity construction: Contrasting managers’ functional intentions and employees’ aesthetic experiences*

**Session V**

*Friday, July 5, 2013, 14:00–15:30*

*CSC, 4th Floor, Blue Section, Salle Esdras-Minville*

Field trip to IPLAI
Chair: Steven S. Taylor, Ariane Berthoin Antal and Stefan Meisiek

*For this session, we will move our discussions to the IPLAI center at McGill. Hence no presenters. Cf. [http://www.mcgill.ca/iplai/](http://www.mcgill.ca/iplai/)*

**Session VI**

*Saturday, July 6, 2013, 09:00–10:30*

*CSC, 4th Floor, Blue Section, Salle Esdras-Minville*

**Entrepreneuring**
Chair: Ariane Berthoin Antal

Heather Vough

*You have to love what you do! The multiple roles of passion rhetoric in the architecture industry*

Katarina Zambrell

*Arts in business – A management venture for organizational development and identity work*

Nancy Richter

*Bridging identities between business and art: The hybridity of the ascetic ideal in creative entrepreneurship*

Blandine Lanoux-Claverie

*The entrepreneur in film: Is America still a long way from us?*
Session VII
Location

Saturday, July 6, 2013, 11:00–12:30
CSC, 4th Floor, Blue Section, Salle Esdras-Minville

Institutions
Chair: Stefan Meisiek

Emilie Reinhold
*Janus: Employee in a bank and conceiver of an artist in residence program. An analysis of embodied identity struggle*

Pascale Landry
*Identity stakes and logics during succession to the post of the artistic director in four Quebec cultural organizations*

Robert Ott and Wendy Cukier
*The gods must be fashion designers*

Eila Szendy-El Kurdi
*Re-imagining identity – The case of a French museum*
Corporate Responsibility: Towards Inclusive Development?

Convenors
Dirk Matten, Schulich School of Business, York University, Canada; dmatten@schulich.yorku.ca
Bobby Banerjee, Cass Business School, City University of London, UK; Bobby.Banerjee@city.ac.uk
Vasanthi Srinivasan, Indian Institute of Management Bangalore, India; vasanthi@iimb.ernet.in

Session I
Location
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Deloitte Touche Tohmatsu

Corporate Social Responsibility (CSR) and the ‘Developing’ World
Chair: Dirk Matten

Peter Fleming and André Spicer
What is deep corporate social responsibly? From compliance to commitment in management studies and practice

Jeremy Moon, Wendy Chapple, Christian Herzig and Rieneke Slager
The dynamics of corporate social responsibility in Asia

Shahnaz Ibrahim, Dima Jamali and Mine Karatas-Ozkan
Theorising social embeddedness of CSR in emerging markets

Session II
Location
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, Deloitte Touche Tohmatsu

The Role of CSR in Global Governance
Chair: André Spicer

Glen Whelan
Corporate social responsibility as world politics: Hegemony and counter-hegemony in the global public domain

Sameer Ahmad Azizi
CSR in areas of limited statehood – Bridging CSR research to the rest of the world

Adriana Orellana
The private sector building peace in conflict areas: The case of Colombia
Session III

Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Yellow Section, Deloitte Touche Tohmatsu

The Role of Governments and Politics in CSR
Chair: Glen Whelan

Anna Zueva-Owens and Jenny Fairbrass
Compulsory voluntary CSR in the Russian Federation

Martin Fougère and Subhasis Ray
Mandatory corporate responsibility as a means towards inclusive development in India? Discursive struggles over CR and its use(s)

Sibel Yamak, Ali Ergur, Ahu Tatli and Mine Karatas-Ozkan
Intersection between politics and CSR: Politicised nature of CSR in emerging economies

Session IV

Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Deloitte Touche Tohmatsu

CSR in the Extractive Industry Sector
Chair: Peter Fleming

Edmilson Alves de Moraes and José Antonio de Almeida
The agony of a community: The legacy of the first Brazilian uranium mine

Rajiv Maher
What factors influence the positions taken by community residents towards nearby mining operations in Chile and Brazil?

Jacob Vakkayil
A tale of two mines: An analysis of differences and similarities of two modes of mining in tribal lands in North-Eastern India
Sub-theme (SWG) 10

Session V
Location
Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Yellow Section, Deloitte Touche Tohmatsu

The Interests of Indigenous Communities and CSR
Chair: Bobby Banerjee

Bruno Moreira-Siqueira and Hélio Arthur Irigaray
Corporate responsibility and inclusive development: For whom?

Janna L. Rose and Gazi Islam
Coordinating responsibilities through a narrative process: Legal battles and bio-prospecting tales

Cyrlene Claasen, Julia Roloff and David Weir
Public-Private Partnerships in the African extractive industry: Venues for empowerment or embezzlement?

Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Deloitte Touche Tohmatsu

The Link between Development and CSR in Global Supply Chains
Chair: Martin Fougère

Chacko Kannothra and Stephan Manning
Impact sourcing: The challenge of promoting inclusive development through outsourcing

Julia Rotter, Peppi-Emilia Airike and Cecilia Mark-Herbert
Business as unusual – Exploring Political Corporate Social Responsibility in global supply chains

Vivek Soundararajan, Laura Spence and Chris Rees
Development from the inside out? CSR and the construction of working conditions in Indian SMEs
**Session VII**

**Location**

Saturday, July 6, 2013, 11:00–12:30  
CSC, 1st Floor, Yellow Section, Deloitte Touche Tohmatsu

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**Multisector Partnerships as Venues for CSR in Developing Countries**

Chair: Vasanthi Srinivasan

Lauro Gonzalez, Tania Christopoulos and Tomás Marques  
*Microfinance institutions as banking correspondents: A methodology for social performance indicators*

José Carlos Marques  
*Partnerships, pyramids and pacts: A political-organizational lens on development models*

Maria Paola Ometto and Mário Aquino Alves  
*Corporate politics and discourse in meta-organizations: Exploring the case of Rede Nossa São Paulo (Brazil)*
Change in Multinational Firms: Expatriate Managers, Institutions and Sector Specific Issues

Convenors
Mike Geppert, University of Surrey Business School, UK; m.geppert@surrey.ac.uk
Ursula Mense-Petermann, University of Bielefeld, Germany; ursula.mense@uni-bielefeld.de
Kathleen Park, MIT Sloan School of Management, USA; kmpark@mit.edu

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Sud, L’Oréal Canada

Agency, Sector-specificity and Governance in MNCs
Chair: Mike Geppert, Ulla Mense-Petermann and Kathleen Park
Discussant: Karen Williams

Nelson A. Thomaz, Edson Keyso de Miranda Kubo and Laércio Baptista da Silva
Reflections on corporate governance configuration in Brazilian multinational companies

Graham Hollinshead, Jane Hardy and Francesca Gagliardi
The tortuous ascent of global value chains – The case of pharmaceutical R&D China

Arash Amirkhany and Pouya Seifzadeh
Corruption, institutional restrictiveness, and mode of entry

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Sud, L’Oréal Canada

Institutions and Political Issues in MNCs
Chair: Florian Becker-Ritterspach
Discussant: Susanne Blazejewski

Qihai Huang and Jos Gamble
Chinese employees’ experience of working in UK and Japanese retail sector
MNCs: Searching for the imprint of country of origin
Mike Geppert, Karen Williams, Michael Wortmann and European Research Team
Micro-political game playing in a European hard discounter: A comparison of store level employment relations

Ursula Mense-Petermann and Kathleen Park
Global integration and knowledge exchange in MNCs: Expatriate managers as boundary spanners and problem solvers

Michal Frenkel
Institutions, agency and the cross national transfer of ideas and policies between Third World MNCs and their First World affiliates: The case of work-family practices

Session III Thursday, July 4, 2013, 16:00–17:30
– Parallel Stream –

Location Decelles, 3rd Floor, Section Sud, Granby

Parallel Stream A The Role of Agency in MNCs in Relation to Employment and Industrial Relations
Chair: Susanne Blazejewski
Discussant: Graham Hollinshead

Markus Helfen, Kadire Zeynep Sayim and Dimitris Stevis
International framework agreements and Europeanization of industrial relations: Comparative case studies from USA and Turkey

Mike Geppert, Karen Williams and Michael Wortmann
Patterns of employee relations governance and social agency in the European food retail sector: Partnership in the UK food retail industry

Andreas Kornelakis
Plus ça change? Supranational regulation, market competition and institutional change in the employment system of the Greek telecommunications sector

Florian Becker-Ritterspach, Ayse Saka-Helmhout, Mike Geppert and Knut Lange
Organizational responses to multiple institutional demands in the European airline industry
**Parallel Stream B**

**MNCs’ Subsidiaries and Host Country Context**
Chair: Ursula Mense-Petermann
Discussant: Nathalie Belhoste

**Johannes Meuer, Marlies Kluike, Uschi Backes-Gellner and Kerstin Pull**
‘Sending the troops’ or ‘Staying home alone’ – Expatriates in the adaptation of employment modes to market economies

**Anthony Fee and Susan McGrath-Champ**
Expatriate management in hazardous industries: A study of emergency evacuation policy and practice

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**Session IV**

**Agency in MNCs in Relation to Global, Home and Host Country Institutional Influences**
Chair: Mike Geppert
Discussant: Kathleen Park

**Hege Eggen Børve and Elin Kvande**
The Nordic model in a global company situated in Norway. Challenging institutional orders?

**Jon Erland Lervik and Ayse Saka-Helmhout**
Subsidiary initiative in ship engineering: The institutional-embeddedness perspective

**Ola Bergström**
Over troubled waters: Translating workforce reduction policies in a Swedish MNC

**Marlies Kluike and Kerstin Pull**
Similar but still different, how US-MNCs in Germany and Switzerland use host-country training and skill practices
Session V  
Location  
Friday, July 5, 2013, 14:00–15:30  
Decelles, 3rd Floor, Section Sud, L’Oréal Canada

**Successful Expatriation? Variables for Failure and Success in International Assignments**  
Chair: Ursula Mense-Petermann  
Discussant: Eric Davoine

Racheli Gabel-Shemueli, Simon Dolan and S. Kubra Canhilal  
*Antecedent factors contributing to success in international assignments*

Nathalie Belhoste  
*Cross-cultural efforts in international assignments: Learning and commitment in the study of French expatriates and their collaborators in India*

Kadire Zeynep Sayim and Deniz Tunçalp  
*Role of socialisation on adjustment to international assignments: Diplomats as ‘non-standard’ expatriates*

Eve Lamargot  
*The tour manager: An unexpected journey. Building adaptive capacity by juggling performance management practices: The case of a Montreal-based entertainment multinational company*

Session VI  
Location  
Saturday, July 6, 2013, 09:00–10:30  
Decelles, 3rd Floor, Section Sud, L’Oréal Canada

**Home and Host Country Effects on Expatriation**  
Chair: Kathleen Park  
Discussant: Pouya Seifzadeh

Almina Bešić and Christian Hirt  
*Can expatriates of host-country origin meet the challenges in South-East Europe? An analysis of Austrian multinationals*

Jutta Becker-Ritterspach and Florian Becker-Ritterspach  
*Divergent patterns of institutional entrepreneurship of MNCs in emerging economies*

Eric Davoine, Claudio Ravasi and Xavier Salamin  
*The challenge of dual career expatriate management in a specific host national environment: An exploratory study of expatriate and spouse adjustment in Switzerland based MNC*
Session VII  
Location  

**Saturday, July 6, 2013, 11:00–12:30**  
**Decelles, 3rd Floor, Section Sud, L’Oréal Canada**

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**Expatriate Roles in Industry and Economic Context**  
Chair: Ursula Mense-Petermann, Kathleen Park and Mike Geppert  
Discussant: Florian Becker-Ritterspach

Ilro Lee, David Cheng and Karyn Wang  
*Network building and the performance of subsidiary managers*

Junchen Yan and Christoph Seidel  
*Host country nationals in multinational companies: An approach for local sensitivity*
Processes of Organizational Creativity: Collective Entrepreneurship, Co-Creation and Collaborative Innovation

Convenors
Daniel Hjorth, Copenhagen Business School, Denmark; dhj.lpf@cbs.dk
Chris Steyaert, St. Gallen University, Switzerland; chris.steyaert@unisg.ch
Gail Whiteman, Rotterdam School of Management (RSM), Erasmus University, The Netherlands; gwhiteman@rsm.nl

Session I
Thursday, July 4, 2013, 09:00–10:30
Location CSC, 1st Floor, Green Section, Procter & Gamble

Process Research of Creativity and Innovation
Chair: Daniel Hjorth

Anup Nair
‘Processualizing’ innovation research: A deconstructive analysis of organizing while innovating

Barbara Simpson, Alia Weston and Rory Tracey
Creative practice in an accelerating world

Philippe Lorino
The innovating process as a transactional inquiry.
The polyphonic story of a ghost

Session II
Thursday, July 4, 2013, 11:00–12:30
Location CSC, 1st Floor, Green Section, Procter & Gamble

Process Theory of Collective Entrepreneurship
Chair: Chris Steyaert

Seray Ergene, Marta B. Calás and Linda Smircich
Entrepreneuring movements: Developing a moving theoretical lens for novel modes of organizing

Michael Elmes
Cooperative organizations, leadership, and collective innovation: Narratives and counternarratives of authority and mutual/self-criticism

Andrew Popp
Enterprise in Albion
Session III Thursday, July 4, 2013, 16:00–17:30
– Parallel Stream –

Location CSC, 1st Floor, Blue Section, Béton Grilli

Parallel Stream A Researching Co-creation
Chair: Gail Whiteman

Heather Douglas
Social entrepreneuring as collaborative and persuasive actions

Jana Costas
Workspaces of creative entrepreneurs: Coworking as a new form of social organizing?

Location CSC, 1st Floor, Green Section, Procter & Gamble

Parallel Stream B Relational Entrepreneurship
Chair: Heather Douglas

Rebecca Gill
Networking metaphors, networking practice: Religion and gender in the construction of entrepreneurial networking

Melissa Leithwood, Oana Branzei and David Sparling
Language as a resource: Cultural entrepreneurship in online communities

Nicolaj Brenneche
Entrepreneurial agency-in-progress. A performative approach to studying processes of systemic innovation in the energy sector

Session IV Friday, July 5, 2013, 09:00–10:30
– Parallel Stream –

Location CSC, 1st Floor, Blue Section, Béton Grilli

Parallel Stream A Disseminating Process Theory
Chair: Tor Hernes

Sylvain Bureau and Aris Komporozos-Athanasiou
Teaching subversion in the business school: An ‘improbable’ encounter

Jenny Helin
Writing process and the academic text as an offering of potentiality
Annika Blomberg and Suvi Satama
*Creative bodies on the move: Exploring tensions of collaborative creativity in productional spaces of dance*

Joëlle Basque and Isabelle Caron
*The productive role of constraints in collective artistic creativity*

Axel Thesleff and Rita Järventie-Thesleff
*Virtual music-making communities as sites of collective, social creativity*

Gerald Bartels and Nicolas Bencherki
*Collaborative creativity as an interactional practice*

Søren Friis Møller
*Cultural entrepreneurship in an uncivilized world? Cultural entrepreneuring as untaming social creativity*

Eduardo Davel and Fernando F. Fachin
*Risk as creative practice: Learning from entrepreneurship in movie creation*

Tuomas Kuronen
*Strong men, strong state: The body and radical change*

Gudrun Rudningen, Arne Lindseth Bygdås and Aina Hagen
*Visual inquiry using collaborative visual research: Methods for exploring processes of organizational creativity*
Henrika Franck, Philip Gylfe and Robin Holt
*Journalism, commerce and truth-telling: Visual ethnography in a national broadcaster*

**Session VI**  
**Location**  
Saturday, July 6, 2013, 09:00–10:30  
CSC, 1st Floor, Green Section, Procter & Gamble

**Process Research with Deleuze**  
Chair: Daniel Hjorth

**Ward M. Eagen**  
*Process thinking as Deleuzian becoming*

**Christa Amhøj and Eva Pallesen**  
*Experiments with collaboration as alchemy*

**David Sköld**  
*Co-creation at the limit of im/possibility: Learning from Lacan about the logic of desire and the limits of Deleuze*

**Session VII**  
**Location**  
Saturday, July 6, 2013, 11:00–12:30  
CSC, 1st Floor, Green Section, Procter & Gamble

**Process Theory and Time**  
Chair: Henrika Franck

**Jean Clarke and Robin Holt**  
*Vivienne Westwood: Ethics and commerce in gothic form*

**Tor Hernes, Juha Laurila, Anni Paalumäki, Ida Danneskiold-Samsøe and Ansgar Ødegård**  
*Novelty in the flow of time: Taking a view from nowhere in an on-going present*

Convenors: “The next time: Reflections and prospects for the EGOS Colloquium 2014 in Rotterdam”
Creativity, Aesthetics and Business: Explorations in Markets, Organizations and Institutions

Convenors
Mukti Khaire, Harvard University Business School, USA; mkhaire@hbs.edu
Bernard Leca, University of Lille 1, France; bleca@iaelille.fr
Roy Suddaby, University of Alberta, Canada; rsuddaby@ualberta.ca

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Salle Nancy et Michel-Gaucher

Bridging and Distinguishing Worldviews
Chair: Bernard Leca

Ida Lunde Jørgensen
A theorization on philanthropy in the arts

Simone Schiller-Merkens
In the space between fields: Balancing tensions between aesthetics, economy, and morality in the emergence of a new market

Rebecca Henn
Conflict, compromise, and coalition: Inhabiting institutional complexity

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, Salle Nancy et Michel-Gaucher

The Art (and Commerce) of Fashion
Chair: Mukti Khaire

Yue Zhao
Needles pulling threads: The complex diffusion of ready-to-wear fashion in Paris through networks

Frédéric Godart and Charles Galunic
Style popularity in high fashion: Resilience, replication, and embeddedness of cultural elements

Elen Riot
Woman in love
Session III
Session III Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Green Section, Salle Nancy et Michel-Gaucher

Categories, Genres, Worlds: Moving within and between
Chair: Roy Suddaby

Fabio Petani and Jeanne Mengis
What absent spaces tell us of the aesthetic business of creating a center for the arts

Glaucia Peres da Silva
Aesthetically driven economic activities: Bridging music genres and music markets

Giuseppe Delmestri and Fabrizio Montanari
Servant of three masters. Institutional change in the face of multiple audiences

Session IV
Session IV Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Salle Nancy et Michel-Gaucher

Aesthetics beyond Aesthetic
Chair: Bernard Leca

Jean-Philippe Bouilloud and Ghislain Deslandes
From negativity to creativity: About the aesthetics of “beau geste” in leadership

Mar Pérezts
Aesthetics on the margins: A phenomenological rediscovery of the forsaken art of bargaining

George Watts
Haute-coffee: Communication and movement between a commodity exchange and a high-end aesthetic market
Session V

Friday, July 5, 2013, 14:00–18:30

Creative Industries’ Field Trip to Les 7 doigts de la main

The traditional Creative Industries’ field trip will offer a privileged glimpse into the business models, shared leadership and creative processes, performed with “the beautifully awkward dexterity of a 7-fingered hand” – the collective of cirque performers Les 7 doigts de la main (http://7doigts.com/).

Session VI

Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Salle Nancy et Michel-Gaucher

Valuing the Aesthetic (1)
Chair: Mukti Khaire

Marta Herrero
*Market devices and emotions in economic sociology: Valuing aesthetics in the markets for Scottish and Irish art*

Ludovica Leone, Stefano Baia Curioni, Paola Dubini and Laura Forti
*Another star: An empirical study of consecration in the contemporary art field*

Nermeen Mustafa and Joseph Lampel
*Crafting luxury: The role of narratives in the design process of perfumes*

Session VII

Saturday, July 6, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, Salle Nancy et Michel-Gaucher

Valuing the Aesthetic (2) and Closing Remarks
Chair: Mukti Khaire, Bernard Leca and Roy Suddaby

Hélène Delacour and Bernard Leca
*Shock value? Scandal and radical innovation in creative fields*

Monika Kackovic, Joris J. Ebbers and Nachoem Wijnberg
*The effects of source credibility and source salience on sales performance: A study of corporate art collectors*
Organizational Network Research: Bridging and Bridges in Organizational Networks

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

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Rouyn-Noranda
Brokers and Bridges I
Chair: Terry L. Amburgey

David Obstfeld, Stephen P. Borgatti and Jason Davis
Brokerage as a process: Decoupling third party action from social network structure

Olaf N. Rank and Michael Strenge
Entrepreneurial orientation as driver of brokerage

Lucia Marchegiani and Matteo Rizzolli
Virtual bridges and real business: The role of public actors in bridging online business social networks

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Rouyn-Noranda
Brokers and Bridges II
Chair: Jörg Raab

Linda Pomeroy, Jane Hendy and James Barlow
An examination of boundary networks – Antecedents (bridging mechanisms) and consequences

Zack Kertcher and Erica Coslor
Cultural adapters in multifield innovation brokerage
Diego Campagnolo, Arnaldo Camuffo and Giuseppe Soda

*Network heterogeneity, learning and the transferability of inter-organizational coordination capabilities: Not all experiences are equal*

Brandy L. Aven and Henning Hillmann

*Structural diversity: Entrepreneurial performance of founding teams in late imperial Russia*

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**Session III**

**Thursday, July 4, 2013, 16:00–17:30**

**Decelles, 3rd Floor, Section Nord, Rouyn-Noranda**

**Brokers and Bridges III**

Chair: Barak S. Aharonson

Aylin Ataay

*Roles of interlocking directorates in family business groups: An emerging country experience*

Didem Gundogdu, Lindsay Stringfellow and Kevin McMeeking

*The market value of social capital: A longitudinal study of board connectivity*

Federica Brunetta and Enzo Peruffo

*May parents inherit from heirs? A study of parent spun-off relationship*

Alberto Monti and Giuseppe Soda

*Cross-boundary integration in organizations: The role of affective and instrumental multiplexity*

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**Session IV**

**Friday, July 5, 2013, 09:00–10:30**

**Decelles, 3rd Floor, Section Nord, Rouyn-Noranda**

**Inter-organizational Networks and Organizational Level Outcomes**

Chair: Terry L. Amburgey

Ricarda Thomas and Suleika Bort

*Competence gaps and network development. An empirical analysis of converging industry networks*
Mariachiara Barzotto and Anna Comacchio
Ambidextrous face-to-face interactions. Building and bridging daily encounters in a high-tech incubator

Astrid Kramer, Niels Noorderhaven and Patrick Kenis
Changes in network commitment: An experimental study about the influence of identification and centrality on network commitment

Joris Knoben, Victor Gilsing and Annefleur Krijkamp
Embeddedness, network strategy or partner characteristics: Three alternative sources of information for inter-organizational partner selection

Session V
Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Nord, Rouyn-Noranda

Network Dynamics and Evolution
Chair: Barak S. Aharonson

Zong-Rong Lee
Institutional transition and temporal dynamic of strategic alliance networks

Chiara D’Alise and Luca Giustiniano
Localized networks and innovation in the life-science sector. Inter-cluster and intra-cluster dynamics

Swetketu Patnaik and Heinrich Kramarski
Exploring the influence of institutional embeddedness of partner firms on inter-partner dynamics in international inter-organizational relationships

Remco Mannak, Marius T.H. Meeus, Jörg Raab and Alexander Smit
Repeated collaboration and role differentiation in multi-partner R&D consortia
Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Rouyn-Noranda

Inter-organizational Communities and Field Nets
Chair: Jörg Raab

Terry L. Amburgey, Barak S. Aharonson and Daniel Tzabbar
*The diffusion of internationalization: The heterogenous spread of an organizational practice*

Balazs Fazekas and Yuan-yuan Gong
*Organization field forming: The role of heterogeneity in the Japanese nanotechnology R&D alliance network*

Caterina Muzzi and Sergio Albertini
*The evolution of an innovative community of SMEs: The role of managerial competencies*

Dalhia Mani
*Seeing both the forest and the trees: Closure and social capital in the Indian firm ownership network*

Session VII
Location
Saturday, July 6, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Rouyn-Noranda

Whole Networks
Chair: Terry L. Amburgey

Anna Moretti and Francesco Zirpoli
*A dynamic theory of network failure: The case of the Venice Film Festival and the local hospitality system*

Angel Saz-Carranza, Adrià Albareda and Susanna Salvador
*Power and network governance: A longitudinal multiple case study of European regulatory networks*

Tamyko Ysa, Adrià Albareda, Anna Ramon and Vicenta Sierra
*Dual leadership in public-private network governance*
Organizational Ethnography: Behind and Beyond the Field

Convenors

Juliette Koning, Oxford Brookes University, UK; j.koning@brookes.ac.uk
Heidi Dahles, Griffith Business School, Griffith University, Brisbane, Australia, and Dept. of Organization Sciences, VU University Amsterdam, The Netherlands; h.dahles@griffith.edu.au
Laura Galuppo, Catholic University of Milan, Italy; laura.galuppo@unicatt.it

Session I

Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Val-d’Or

Introducing the New SWG on Organizational Ethnography
Chair: Laura Galuppo

Heidi Dahles: “A new SWG – Aims and hopes”
Juliette Koning: “Introducing the keynote speakers”

Keynotes:
Ann Cunliffe: “Identity-work in the hyphen-spaces of ethnography”
Karen Locke: “What happened to Grounded Theory?”

Session II

Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Val-d’Or

Reflections on OE
Chair: Juliette Koning

Tim Butcher and Barry Judd
On nostalgia: Organizational ethnography and ‘the postmodern condition’

Elles Lohuis and Heidi Dahles
Ethnography as a collaborative effort. Engaged scholarship in a Buddhist nunnery in North India

Liisa Naar
‘A mess, a mystery and a miracle’: Moving meanings around ‘studying up’ the organization
**Session III**

**Location**

Thursday, July 4, 2013, 16:00–17:30
Decelles, 3rd Floor, Section Nord, Val-d’Or

**OE and the Ethnographer**
Chair: Heidi Dahles

**Joanne Vincett** [paper presented by Juliette Koning]
*Organizational ethnography and the art of judgment in-the-moment*

**Alison Hirst, Mona Moufahim and Michael Humphreys**
*A tale of two tales: Autoethnographic reflections on contrasting ethnographies*

**Haneen Shoaib and Emma Bell**
*The not-so dark side of emotions: Anger as a resource in the ethnographic research process*

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**Session IV**

**Location**

Friday, July 5, 2013, 09:00–10:30
– Parallel Stream –
Decelles, 3rd floor, Section Nord, Val-d’Or

**Parallel Stream A**

**Mobility and Virtual Challenges**
Chair: Laura Galuppo

**Rafael Alcadipani da Silveira**
*Workplace visual materiality politics: Workers bricolage in action*

**Heloísa Mônaco dos Santos and Maria José Tonelli**
*A note on doing ethnography of mobile work*

**Lara Pecis**
*The performative dimension of multi-sited ethnography: Issues of doing and becoming an organizational multi-sited ethnographer*

**Deniz Tunçalp and Patrick Lê**
*Bridging online ethnographic practices: A review around virtual challenges*
Parallel Stream B

**OE, Culture and Learning**

Chair: Heidi Dahles

**Nicolas Engel and Michael Göhlich**

*Educational ethnography in and of cross-border organizations. Organizational (identity) learning by translating cultural differences*

**Camilla Zanon Bussular, Roberta Cristina Sawitzki, Hortência Brock, Betina Magalhães Bitencourt and Claudia Simone Antonello**

*Researching from the standpoint of the one who does: Ethnography as a methodological possibility for the studies of learning and knowing in organizations*

**Kristin Mauseth Vikland and Gudveig Gjøsund**

*The value of ethnography’s empirical approach in a HSE culture project*

**Elisa Giulia Liberati, Mara Gorli and Giuseppe Scaratti**

*Whose hospital is this? The potentialities of the ethnographic lens for investigating patient centred care*

Session V

**Friday, July 5, 2013, 14:00–15:30**

Location: Decelles, 3rd Floor, Section Nord, Val-d’Or

**Contribution of OE to ...**

Chair: Juliette Koning

**Branka Krivokapic-Skoko, Tracey Trudgett, Sonya Pearce, Mark Morrison, Jock Collins and P.K. Basu**

*Doing ethnographic fieldwork amongst indigenous entrepreneurs in Australia*

**Michiel Verver**

*How to explore a ‘mode of organizing’ through organizational ethnography?*

**Matthew Wallis**

*How is corporate social responsibility adopted by managers? The contribution of organizational ethnography*

**Hèla Yousfi and Chahrazad Abdallah**

*Ethnography and the study of social movements as they unfold: UGTT (Union Generale Tunisienne du Travail) and the Tunisian revolution*
Session VI  
Location: Decelles, 3rd Floor, Section Nord, Val-d’Or  
Saturday, July 6, 2013, 09:00–10:30

Ways of Understanding  
Chair: Laura Galuppo

Viviana Meschitti, Ilaria Redaelli, Antonella Carassa and Fabio Dovigo  
*Understanding workplaces by coupling ethnography and the analysis of discursive practices*

Marie Perez and Linda Rouleau  
*Once upon a time the Darwin Expedition: Managing in extreme situations through stories*

Rachel Beaujolin-Bellet, Thierry Boudès and Nathalie Raulet-Croset  
*Shadowing the shadowers: The coproduction of vulnerability between leaders and followers in the hunting process*

Session VII  
Saturday, July 6, 2013, 11:00–12:30

Cancelled
From Global Sourcing of Business Services and Innovation to Reconfiguring the Global Organization

Convenors
Arie Y. Lewin, Duke University, USA; ayl3@duke.edu
Silvia Massini, Manchester Business School, UK; silvia.massini@mbs.ac.uk
Carine Peeters, Solvay Brussels School of Economics and Management, Belgium; carine.peeters@ulb.ac.be

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Sud, Rivière-du-Loup

Processes and Cultures
Chair: Arie Y. Lewin and Silvia Massini

Emilie Malcourant, Alain Vas and Thierry Zintz
Meta-organization, consensus decision-making and international harmonization
Discussants: Paulami Mitra; Sergio Seloti Jr.

Stephan Manning
The strategic contestation of operational problem-solving: Conflict visibility, organizational control, and stakeholder complexity
Discussants: Douglas B. Fuller; Lisa Chever

Bertrand Guillotin, Séverine Louvel and Vincent Mangematin
Fostering international exchanges: Globalization or internationalisation of business schools?
Discussants: Pierre-Olivier Legault Tremblay; Yeda Swirski de Souza

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Sud, Rivière-du-Loup

Global Sourcing and Technologies
Chair: Arie Y. Lewin and Silvia Massini

Paulami Mitra, Xavier Lecocq and Benoît Demil
Reconfiguring global outsourcing practices: Connecting the Hub and Spoke expansion strategy of Indian IT firms with the antecedents of mixed forms of governance structures
Discussants: Petra Edoff; Emilie Malcourant
Douglas Fuller
Semiconductor design offshoring to China and India: Implications for technological capabilities in home and host countries
Discussants: Stephan Manning; Bertrand Guillotin

Yeda Swirski de Souza, Claudio Reis Gonçalo, Claudio Carrara and Eduardo Rigoni
What kind of capabilities can make difference in information technology outsourcing? An analysis of a local survival provider in Brazil
Discussants: Lisa Chever; Sergio Seloti Jr.

Session III
Thursday, July 4, 2013, 16:00–17:30
Decelles, 3rd Floor, Section Sud, Rivière-du-Loup

Global Sourcing and Governance
Chair: Arie Y. Lewin and Silvia Massini

Pierre-Olivier Legault Tremblay
Exporting corporate China, importing foreign governance
Discussants: Sergio Seloti Jr.; Petra Edoff

Mokter Hossain
Adopting open innovation to stimulate frugal innovation and reverse innovation
Discussants: Yeda Swirski de Souza; Stephan Manning

Session IV
Friday, July 5, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Sud, Rivière-du-Loup

Global Sourcing as Multilevel Processes
Chair: Arie Y. Lewin and Silvia Massini

Petra Edoff and Stephan Manning
Strategy implementation as a contingent process: The interplay of managerial interpretation, task organization, and implementation experience
Discussants: Sergio Seloti Jr.; Paulami Mitra

Jean Beuve and Lisa Chever
Competition, contract design and quality of outsourced services
Discussants: Mokter Hossain; Stephan Manning
Session V
Location
Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Sud, Rivière-du-Loup

Global Sourcing and Standardization
Chair: Arie Y. Lewin and Silvia Massini

Conceição Aparecida Pereira Barbosa and Sergio Seloti Jr.
Innovation versus standardization in franchising business model: A framework proposal
Discussants: Stephan Manning; Douglas B. Fuller

Thamires Augusta Neves Evangelista, Renato Souza Santos,
Conceição Aparecida Pereira Barbosa and Sergio Luis Seloti Jr.
Innovation versus standardization: Franchisee and franchisor strategies
Discussants: Emilie Malcourant; Mokter Hossain

Peter D. Ørberg Jensen, Manning Stephan and Bent Petersen
Global sourcing flexibility: Promoting process standardization, location capacity and mobility of rare resources
Discussants: Bertrand Guillotin; Pierre-Olivier Legault Tremblay

Session VI
Saturday, July 6, 2013, 09:00–10:30
Cancelled

Session VII
Saturday, July 6, 2013, 11:00–12:30
Cancelled
Changing East Asian Business Systems

Convenors
Richard Whitley, Manchester Business School, University of Manchester, UK; r.whitley@mbs.ac.uk
Barbara Krug, Rotterdam School of Management, Erasmus University, The Netherlands; bkrug04@gmail.com
Xiaoke Zhang, Manchester Business School, University of Manchester, UK; xiaoke.zhang@mbs.ac.uk

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Forestville

Changes and Continuities in East Asian Business Systems
Chair: Barbara Krug

Richard Whitley
Institutional change and business system diversity in East Asia: The varied impact of changing political-economic contexts on dominant economic coordination and control patterns in Japan, South Korea and Taiwan

Shweta Aggarwal, R.K. Gupta and Amit Gupta
Cooperative business system of dairy sector in India

Marcus Conlé
Comparing China’s market economy – A review of research strategies and findings

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Forestville

Changes and Continuities in East Asian Business Systems
Chair: Richard Whitley

Tim Andrews, Natnalin Chompusri and Kieran Tierney
Evolving business systems and the indigenization of MNE pan-Asian strategy in Thailand, Vietnam and Malaysia

Arjan Keizer
Changing employment practices and the Japanese business system: Institutional change, complementarities and diversity
Hyemi Shin
*The state-led market economy for good? Historical dynamics of the national business system approach in the history of CSR field in South Korea*

**Session III**

**Location**
Thursday, July 4, 2013, 16:00–17:30
Decelles, 3rd Floor, Section Nord, Forestville

**Socio-political Structuring of East Asian Business Systems**
Chair: Steven Casper

Michael Carney, Marc Van Essen, Eric R. Gedajlović and Pursey P.M.A.R. Heugens
*Asian business groups and institutional development*

Hidemasa Nakamura
*How has the Japanese welfare corporatism changed? Evidence from a case study of corporate sport clubs*

Barbara Krug and Alexander Libman
*Changing varieties of state capitalism and economic development: Russia and China compared*

**Session IV**

**Location**
Friday, July 5, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Forestville

**Business Systems and Innovation Regimes in East Asia**
Chair: Arjan Keizer

Xiaoke Zhang
*Divergent patterns of high-tech industrial governance in mainland China, Hong Kong and Taiwan*

Gyeong Mook Kim
*Collaborative innovation with suppliers in the turbulent market. A case study of the benefit sharing practices of Samsung electronics*

Yue Wang, Matthew Allen and Jiajia Liu
*The solar PV industry in China: An institutional analysis of organizational capabilities*
Session V
Location
Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Nord, Forestville

Business Systems and Innovation Regimes in East Asia
Chair: Xiaoke Zhang

Steven Casper and Cornelia Storz
Comparative entrepreneurship: Business systems and new firm creation within the Japanese and US mobile video games industry

Maki Umemura
Reshaping the system of innovation: The Japanese pharmaceutical industry during the Lost Decades

David Methé
Risk perception and entrepreneurial leadership in high technology start-ups: Japanese entrepreneurial voices

Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Forestville

Business Systems and Innovation Regimes in East Asia
Chair: Marcus Conlé

Jiajia Liu and Andrew Tylecote
Alternative strategies for technological ascent? A theoretical exploration illustrated by the case of China/Japan comparison

Soo Hee Lee and Diana Stemler
Varieties of capitalism amidst the global economic crisis: A comparative analysis of innovations systems in Germany and Japan

Session VII
Location
Saturday, July 6, 2013, 11:00–12:30

Cancelled
Cultural Economies and Economic Cultures in the Organization of Markets

Convenors
Liz McFall, Open University, UK; e.r.mcfall@open.ac.uk
Steven Kahl, Dartmouth College, Hanover, USA; steven.j.kahl@tuck.dartmouth.edu
Joeri Mol, University of Melbourne, Australia; jmol@unimelb.edu.au

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Saine Marketing

Being in the Market
Chair: Joeri Mol

Jon Roffe
From the state to states of the market: Notes for a meta-economics

Elie Ayache
Reality of the market

Marc Lenglet
Market ontologies, speculative realism and phenomenology: An attempt at framing a renewed philosophical account of financial markets

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, Saine Marketing

Risky Business
Chair: Steven Kahl

Catherine Anne Hardy
Messy matters and multiple ontologies of continuous assurance: An exploratory case study

Nicholas Barthel de Weydenthal and Dean Pierides
Financializing disaster recovery

Ebba Sjögren and Henning Christner
Value in the balance: Changing evaluations of a listed company’s financial strategy
**Session III**  
**Location**  
*Thursday, July 4, 2013, 16:00–17:30*  
*CSC, 1st Floor, Green Section, Saine Marketing*

**Market Politics**  
Chair: Liz McFall

**Leanne Cutcher**  
*Money, money, money must be funny in a rich man’s world: Enacting boundaries between financial services and indigenous cultures*

**Christian Frankel**  
*The single market as a future market*

**Emmanuel Guy**  
*Selling protectionism in a culture of free trade*

**Session IV**  
**Location**  
*Friday, July 5, 2013, 09:00–10:30*  
*CSC, 1st Floor, Green Section, Saine Marketing*

**Good Chemistry, Good Value?**  
Chair: Liz McFall

**John Finch, Susi Geiger and Rachel Harkness**  
*Contending with ecosystems: The cultural economies of green chemistry*

**Yuval Millo and Jan Simon**  
*Trading in ideas: Valuation practices among hedge funds and their brokers*

**Natalia Besedovsky**  
*The uncertain meanings of risk: Credit ratings agencies and their epistemic cultures of rating production*

**Session V**  
**Location**  
*Friday, July 5, 2013, 14:00–15:30*  
*CSC, 1st Floor, Green Section, Saine Marketing*

**Branding: At your Service?**  
Chair: Joeri Mol

**Claes-Fredrik Helgesson and Anna Sparrman**  
*Values on and off display; Visual practices in funeral parlours*
Liz McFall
*Getting and having: Conversation as marketing in the doorstep finance industry*

Nobumi Kobayashi
*Muji lost in translation*

**Session VI**
**Location**
Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Saine Marketing

**Markets for Truth?**
Chair: Steven Kahl

**Martin Wood**
*Visual media production and shortcomings of distribution in a social science marketplace*

**Noah Askin and Matthew S. Bothner**
*Status-aspirational pricing: The “Chivas Regal” strategy in U.S. higher education, 2006–2012*

**Joeri Mol**
*What escapes the market? The commodity as the material disjunctive synthesis of price and value*

**Session VII**
**Location**
Saturday, July 6, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, Saine Marketing

**Making Markets, Doing Science**
Chair: Liz McFall, Steven Kahl and Joeri Mol
Blurring Boundaries: Civil Society Organizations and Changing Societal Governance

Convenors
Florentine Maier, WU Vienna University of Economics and Business, Austria; florentine.maier@wu-wien.ac.at
John M. Amis, University of Memphis, USA; johnamis@memphis.edu
Filip Wijkström, Stockholm School of Economics, Sweden; filip.wijkstrom@hhs.se

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Salle Serge Saucier
Opening
Chair: Florentine Maier

Sheila Cannon, Gemma Donnelly-Cox and Karin Kreutzer
Mission accomplished? Organizational identity work in Irish peacebuilding organizations

Bernard Enjolras and Kari Steen-Johnsen
Democratic governance and citizenship

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Blue Section, Salle Serge Saucier

Blurring Boundaries and Neoliberalism
Chair: Filip Wijkström

Yeheskel Hasenfeld and Eve Garrow
Social enterprises as an embodiment of a neoliberal welfare logic

Hanna Schneider, Pascal Dey and Florentine Maier
“Everyone a changemaker”: An analysis of discursive mechanisms for the hegemonization of social entrepreneurship

François Maon and Kenneth De Roeck
“Banks were bailed out, we were sold out!” A thematic analysis of the Occupy Movement’s discourse on corporate influence and control in society
Session III  Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Blue Section, Salle Serge Saucier

**Reflections and New Perspectives on Blurring Boundaries of Civil Society Organizations and Changing Societal Governance**
Chair: John A. Amis

Group discussion with invited speakers: Henry Mintzberg and Steven Rathgeb Smith

Session IV  Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Salle Serge Saucier

**Power and Innovation**
Chair: Florentine Maier

**Steffen Bethmann**
*A foundation for social innovation – An ideal type*

**Johannes Leitner and Michael Meyer**
*Organizational slack in CSOs: The mother of invention?*

**Anne-Marie Duval, Yves Gendron and Christophe Roux-Dufort**
*Exhibiting nongovernmental organizations: Demystifying funders’ framing power*

Session V  Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Blue Section, Salle Serge Saucier

**Governance and Hierarchies**
Chair: Filip Wijkström

**Paul Rameder**
*Who is in charge? The hierarchical segregation of volunteers in CSOs*

**Fernando Nogueira and Mário Aquino Alves**
*Governance in associations: Characteristics and challenges*

**Damien Mourey and Philippe Eynaud**
*The role of accountability in the changing governance process: The case of a French social enterprise*
**Session VI**

**Location**
CSC, 1st Floor, Blue Section, Salle Serge Saucier

**Hybridity**
Chair: Florentine Maier

**Lorna Heaton, Serge Proulx and Florence Millerand**
*TelaBotanica’s hybrid business model as social innovation*

**Jeroen Postma and Anne-Fleur Roos**
*Hybrid strategies of civil society organizations. A study of mergers in Dutch healthcare*

**Anna Domaradzka-Widla**
*Blurring lines or a crumbling wall? Changing relations between the public and the third sector in Poland*

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**Session VII**

**Location**
CSC, 1st Floor, Blue Section, Salle Serge Saucier

**Closing**
Chair: John A. Amis

**Philippe Eynaud and Elisabetta Bucolo**
*CSO governance and joint construction process in the field of public action*

**Liesbet Heyse, Rafael Wittek and Alessandro Lomi**
*International third sector change, boundary blurring & convergence: A research agenda for longitudinal interorganizational network analysis*
Sustainable Development and Financial Markets: Connections, Pitfalls and Options

Convenors

Timo Busch, School of Business, Economics and Social Science, University of Hamburg, Germany; timo.busch@wiso.uni-hamburg.de

Rob Bauer, School of Business and Economics, Maastricht University, The Netherlands; r.bauer@maastrichtuniversity.nl

Marc Orlitzky, The Pennsylvania State University, Altoona, USA; marcorli2007@yahoo.com

Session I

Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Transat

Socially Responsible Investments I
Chair: Timo Busch

Sophie Audousset-Coulier and Darlene Himick
Socially responsible investing of pension assets: Links between framing and governance practices
Discussant: Falko Paetzold

Emilio Marti and Anselm Schneider
Trusteeship versus performance: Two finance logics as a source of heterogeneity in socially responsible investing firms
Discussant: Julian Kölbl

Session II

Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, Transat

Socially Responsible Investments II
Chair: Marc Orlitzky

Christel Dumas and Céline Louche
Responsible investment: A fragmented market
Discussant: Kevin McMahon

Falko Paetzold
Barriers to the engagement of private investors in sustainable investing
Discussant: Carol-Ann Tetrault Sirsly
Marie-France Turcotte, Benoît Lévesque, Imane Essifri and Frank den Hond
Can socially responsible finance influence the mainstream?
Insights from a workers’ pension fund
Discussants: Susanna Alexius, Staffan Furusten and Leina Löwenberg

Session III
Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Yellow Section, Transat

Auditing & Accounting
Chair: Timo Busch

Ingrid Mignon
What influences the implementation process of innovation-adopters and how can private intermediaries contribute?
The case of renewable energy technologies
Discussants: Sophie Audousset-Coulier and Darlene Himick

Judith Mayer and Barbara Scheck
Social investing – What matters from the perspective of social enterprises
Discussants: Janick Mollet and Dragan Ilić

Session IV
Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Transat

The Role of Stakeholders
Chair: Timo Busch

Carol-Ann Tetrault Sirsly
A stakeholder perspective on environmental, social and governance measures: Measuring what we value or valuing what we can measure?
Discussant: Ingrid Mignon

Susanna Alexius, Staffan Furusten and Leina Löwenberg
Sustainable banking? The discursive repertoire in sustainability reports of banks in Sweden
Discussant: Barbara Scheck

Julian Kölbel and Leonhardt Jancso
Corporate social responsibility, public pressure and credit risk: The US and Europe are not the same
Discussant: Marion Brivot
Session V
Location: CSC, 1st Floor, Yellow Section, Transat
Friday, July 5, 2013, 14:00–15:30
Measuring & Valuing Sustainability
Chair: Marc Orlitzky

Gitte Grätzer
Aspects of charity in monasticism: A historical-comparative approach to CSR
Discussants: Christel Dumas and Céline Louche

Janick Mollet and Dragan Ilić
Voluntary initiatives and regulatory pressure: What the US stock market tells us
Discussant: Marie-France Turcotte

Kevin McMahon
Deviant conformity: Do we really improve what we measure?
Discussants: Emilio Marti and Anselm Schneider

Session VI
Saturday, July 6, 2013, 09:00–10:30
Cancelled

Session VII
Saturday, July 6, 2013, 11:00–12:30
Cancelled
Sustainable Enterprise Evolution: Combining Individual-, Firm- and System-Level Perspectives

Convenors
Arnaldo Camuffo, Bocconi University, Milan, Italy; arnaldo.camuffo@unibocconi.it
Kerstin Neumann, Bocconi University, Milan, Italy; kerstin.neumann@unibocconi.it
Maurizio Zollo, Bocconi University, Milan, Italy; maurizio.zollo@unibocconi.it

Session I Location
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Société canadienne des postes

The Golden View: Sustainable Firm and Management
Chair: Maurizio Zollo, Arnaldo Camuffo and Kerstin Neumann

Maurizio Zollo, Carmelo Cennamo and Kerstin Neumann
Beyond what and why: Understanding organizational evolution towards sustainable enterprise models

Lucrezia Songini, Anna Pistoni and Oriana Perrone
Sustainability drivers and the relation with firm’s strategy: The impacts on organization and performance

Lorenzo Massa, Edoardo Mollona and Gabrielle D’Angelo
An agent based model for organizational learning, evolution and sustainability performances

Frank Wijen
Evolving stakeholder relations in corporate environmental management

Andrea Montefusco and Anna Canato
How to educate to develop and sustain mindfulness? An education experiment about a sustainable awareness of complexity

The starting session of this sub-theme takes the form of a panel discussion connected to the “GOLDEN for Sustainability” research program.
Session II
Location
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, Société canadienne des postes

Advances in Stakeholder Theory
Chair: Kerstin Neumann

Rashedur Chowdhury and R. Edward Freeman
*Toward a theory of stakeholder entrepreneurship*
Discussant: Vincent de Gooyert

Vincent de Gooyert, Etiënne A.J.A. Rouwette, Hans L. van Kranenburg and Harry J. van Breen
*Exploring multiple levels of barriers to becoming a stakeholder firm: The case of a Dutch distribution system operator*
Discussant: Veselina Stoyanova

Veselina Stoyanova, Volker Mahnke and Mehdi Safavi
*Walking towards the path of becoming a sustainable bank: Exploring the case of the Royal Bank of Scotland Group*
Discussant: Rashedur Chowdhury

Session III
Location
Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Yellow Section, Société canadienne des postes

Sustainable Enterprises between External Pressures and Strategic Choice
Chair: Kerstin Neumann

Laurence Vigneau, Michael Humphreys and Jeremy Moon
*Embedding corporate social responsibility in a multinational enterprise: A process model on the translation of complex institutional pressures at the firm level*
Discussant: Behbood Borghei

Behbood Borghei and Thomas Magnusson
*“Dancing giants”. Evolution of the European heavy duty vehicles sector in light of institutionalization of EU emissions standards*
Discussant: Widar von Arx

Widar von Arx, Dirk Martignoni and Markus Lang
*Managerial search and strategic choice in the case of fundamental regulatory change*
Discussant: Laurence Vigneau
**Session IV**

**Friday, July 5, 2013, 09:00–10:30**

Cancelled

**Session V**

**Friday, July 5, 2013, 14:00–15:30**

CSC, 1st Floor, Yellow Section, Société canadienne des postes

**Innovation and Organizational Dynamics towards Sustainability**

Chair: Arnaldo Camuffo

**Patrik Eisenhauer**

*The relationship between the perceived authenticity of firms’ CSR activities and employees’ organizational citizenship behaviour*

Discussant: Karen L. Janssen

**Vera Blazevic, Karen L. Janssen, Kristina Lauche and Allard van Riel**

*Orchestrating mechanisms in a value network: Integrating sustainability into innovation processes*

Discussant: Anthony S. Roath

**Uta Morgenstern and Anthony S. Roath**

*Understanding the microfoundations of open innovation for sustainability*

Discussant: Patrik Eisenhauer

**Session VI**

**Saturday, July 6, 2013, 09:00–10:30**

CSC, 1st Floor, Yellow Section, Société canadienne des postes

**Sensemaking and Collective Action**

Chair: Maurizio Zollo

**Lovasoa Ramboarisata and Marie J. Bouchard**

*From suspicion to translation: The making of collective enterprises’ sustainability strategy*

Discussant: David Risi

**David Risi**

*Individuals as institutional entrepreneurs: How do CSR professionals strategically drive the CSR implementation process?*

Discussant: Aurélien Acquier

**Aurélien Acquier, Valentina Carbone and Valérie Moatti**

*Studying sustainable enterprise evolution through CSR sensemaking processes*

Discussant: Lovasoa Ramboarisata
**Session VII**  
**Location**  
*Saturday, July 6, 2013, 11:00–12:30*  
*CSC, 1st Floor, Yellow Section, Société canadienne des postes*

**Values, Behaviors and Culture**
Chair: Maurizio Zollo

**Sarah Williams, Anja Schaefer and Richard Blundel**  
*Sustainability, small business and managerial values*  
Discussant: Yorimasa Suwa

**Yorimasa Suwa**  
*Three-aspects model toward mutual understanding between management and R&D people*  
Discussant: Nina Seppala

**Nina Seppala**  
*Effects of stress and visual reminders on ethical thinking and behaviour*  
Discussant: Anja Schaefer
Business Models and Organizations: Uncovering the Origins of New Business Models

Convenors
Charles Baden-Fuller, Cass Business School, City University London, UK; c.baden-fuller@city.ac.uk
Vincent Mangematin, Grenoble Ecole de Management, France; vincent.mangematin@grenoble-em.com

Session I Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Raymond Chabot Grant Thornton
Framing Business Model Research
Chair: Vincent Mangematin
Charles Baden-Fuller
Classifying business models and defining business model innovation

Maria Rita Micheli and Justin Jansen
Bridging differences to enhance business model innovation: An overview on the influence of network characteristics and ties management on business model innovation

Session II Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, Raymond Chabot Grant Thornton
Business Models in the Digital Economy
Chair: Stefan Häfliger
Saeed Khanagha, Henk W. Volberda and Ilan Oshri
Business model transformation and ambidexterity: Renewal through recursive structural alteration

Marie Eyquem-Renault, Laurence Gialdini and Marc Lenglet
Business models as industry recipes: The case of brokerage on French cash-equity markets

Guy Parmentier and Romain Gandia
How to manage the open-closed balance of innovation within a multi-sided business model: The case of videogames
**Session III**  
**Thursday, July 4, 2013, 16:00–17:30**  
**CSC, 1st Floor, Yellow Section, Raymond Chabot Grant Thornton**  

**Identifying and Changing Business Models**  
Chair: Charles Baden-Fuller

**Benoît Demil and Xavier Lecocq**  
*Crafting an innovative business model in an established company: A sociomaterial approach*

**Dzidziso Kamuriwo and Charles Baden-Fuller**  
*Business model innovation as slimming down*

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**Session IV**  
**Friday, July 5, 2013, 09:00–10:30**  
**CSC, 1st Floor, Yellow Section, Raymond Chabot Grant Thornton**  

**Cognitive Aspects of Business Models**  
Chair: Benoît Demil

**Moritz Loock**  
*Business models and managerial choice: A heuristic perspective*

**Tatiana Mikhalkina and Charles Baden-Fuller**  
*The concept of business model – Metaphor theory perspective*

**Olga Ryazanova, Padraig O’Donnell and Peter McNamara**  
*Role model identification and absorption in business model innovation*

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**Session V**  
**Friday, July 5, 2013, 14:00–15:30**  
**CSC, 1st Floor, Yellow Section, Raymond Chabot Grant Thornton**  

**Posters with Discussants**  
Chair: Charles Baden-Fuller and Charles Baden-Fuller with Discussants for each paper

**Pascale Lehoux and Geneviève Daudelin**  
*What business models should be matched with technological innovation in health?*

**Lianne Simonse**  
*Modelling in business model design*
Nicolas Höflinger  
*The role of openness for business model innovation: Emerging business models of OEM carsharing*

Nathalie Schieb-Bienfait, Anne-Laure Saives, Sandrine Émin, Robert H. Desmarteau and David Holford  
*Business model as mediator of value creation: What value are we talking about? Evidence from cases of collective entrepreneurial projects within the non-profit sector*

Stephan Mühlhäuser and Nicolas Höflinger  
*Balancing separation and integration – The challenging transition of business model innovations into an established organization*

Sunila Lobo  
*New business models: A call for firmer foundations*

Efe Aksuyek, Fredrik Hacklin and Ikhlaq Sidhu  
*Cost of sustaining a disruptive service: Evidence from the Netflix’ business model innovation*

Kasun Chandrasekara and Richard Harrison  
*Towards a critical practice of business models, strategy & innovation*

EACH participant must engage with at least THREE posters during this session.

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**Session VI**  
**Saturday, July 6, 2013, 09:00–10:30**  
**CSC, 1st Floor, Yellow Section, Raymond Chabot Grant Thornton**

**Framing Business Model Innovation**  
Chair: Xavier Lecoq

Neva Bojovic, Valérie Sabatier and Emmanuel Coblence  
*Evangelists within the firm: Business model renewal as a catalyst of dominant logic transformation in a large media company*

Lorenzo Bizzi and Ann Langley  
*The dynamic evolution of business models and organizational performance*
Joanne Jin Zhang, Jonathan Gander and Yossi Lichtenstein

Big data business models: Exploring business model choices in an embryonic industry

Session VII

Saturday, July 6, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, Raymond Chabot Grant Thornton

Round Table Summary and Discussion of Publishing Opportunities
Chair: Vincent Mangematin and Charles Baden-Fuller
Boundary Crossing Innovation in Cities and Regions

Convenors
Patrick Cohendet, HEC Montréal, Canada; patrick.cohendet@hec.ca
Marleen Huysman, VU University Amsterdam, The Netherlands; m.h.huysman@vu.nl
Maura Soekijad, VU University Amsterdam, The Netherlands; m.soekijad@vu.nl

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, TD Assurance Meloche Monnex

Proximity
Chair: Patrick Cohendet

Stanislav Vlasov and Marc Bahlmann
Which conference to attend? How diversity of temporary clusters influences innovation performance

Maryam Zehtabchi, Alfonso Gambardella and Marco Giarratana
The impact of the geographical distance on the external sources of knowledge spillover

Ignasi Capdevila
Typologies of localized spaces of collaborative innovation

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, TD Assurance Meloche Monnex

Innovative Cities
Chair: Maura Soekijad

Adriano Solidoro
Cross-sectorial learning as a strategy of innovation in Milan

Ruey-Lin Hsiao, Huang-Hung (James) Chen and Li-Ying (Minna) Liu
Coping with obduracy: Cross-boundary bricolage in urban regeneration

Christof Brandtner, Markus A. Höllerer, Martin Kornberger and Renate Meyer
Enacting urban governance through strategy: A comparative study on governance configurations in Sydney and Vienna
Session III Thursday, July 4, 2013, 16:00–17:30  
CSC, 1st Floor, Green Section, TD Assurance Meloche Monnex

**Creativity and Knowledge**  
Chair: Marleen Huysman

**Marios Samdanis and Soo Hee Lee**  
*Artistic milieu and the city as a context of artistic innovation: A case study of young British artists*

**Nikita Basov and Esther Tippmann**  
*Between resonance and dissonance: An autopoiesis perspective on boundary spanning knowledge creation*

**Miikka J. Lehtonen, Antti Ainamo and Anna Salo**  
*Ecosystem emergence within creative industries: Fluid and dynamic boundaries between co-creation and appropriation in digital gaming*

Session IV Friday, July 5, 2013, 09:00–10:30  
CSC, 1st Floor, Green Section, TD Assurance Meloche Monnex

**Communities**  
Chair: Marleen Huysman

**Géraldine Dallaire and Andrea Sartori**  
*Cultural institutions in the creative city: An analysis of ‘middleground museums’ in Montreal*

**David Grandadam, Patrick Cohendet, Laurent Simon and Ignasi Capdevila**  
*Epistemic communities, localization and the dynamics of knowledge creation*

**Tuukka Toivonen, Xibai Xu and Jun Han**  
*The social innovation community: Conceptual issues, key dimensions and three empirical examples*
Session V

Location

Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Green Section, TD Assurance Meloche Monnex

Emergence of New Models
Chair: Maura Soekijad

Lars Bengtsson
New business models at Nordic technical universities – How do they deliver value to industry and regional development?

Jo-Reese Williams, Stephan Manning and David Levy
The emergence of clean energy clusters: Cross-industry synergies, global linkages, and networks of enthusiasts

Session VI

Location

Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, TD Assurance Meloche Monnex

Science and Technology Clusters
Chair: Patrick Cohendet

Harri Paananen, Olivier Irrmann and Riitta Smeds
Managing proximity and the paradoxical tension of learning-performing in innovative industry-academia consortiums

Ai Chi-Han
Cross-border learning and development of the IC industrial cluster – A case study of the Shanghai Zhangjiang IC High Technology Park

Session VII

Location

Saturday, July 6, 2013, 11:00–12:30

Cancelled
Exaptation: Creativity, Innovation and New Product-Market Creation

Convenors
Gino Cattani, Stern School of Business, New York University, USA; gcattani@stern.nyu.edu
Pierpaolo Andriani, Euromed School of Management, France; pier2paolo@gmail.com

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, PricewaterhouseCoopers

Exaptation
Chair: David Weir

Renata Kaminska, Giuseppe Carignani and Pierpaolo Andriani
Exaptation and innovation: The emergence of new functions in modular systems

David Weir
Exaptative response, social structures and personal networks

Gino Cattani and Mariano Mastrogiorgio
From paper making machinery to luxury yachts: The micro-processes of technological exaptation

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, PricewaterhouseCoopers

Exaptation and Technological Change
Chair: Renata Kaminska

Päivi H. Aaltonen and Pertti Aaltonen
Forest to clouds: The exaptation of paper mill infrastructure to datacenter function

M. Lourdes Sosa, Fiona Murray and James Utterback
Entrant investment in the technology being phased out through a discontinuity

Thành Thao Pham
New market creation through exaptation of car electronic cases in car theft
Session III
Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Green Section, PricewaterhouseCoopers

Exaptation and Entrepreneurship – A
Chair: Jacqueline Fendt

Jacqueline Fendt
Exaptation and serendipity in entrepreneurial opportunity recognition: Amplification and acceleration through effectuation

Cherisse Hoyte, Hannah Noke and Simon Mosey
A sensemaking approach to the emergence of entrepreneurial opportunities

Thomas Biedenbach and Agneta Marell
Exaptation in academic entrepreneurship: Implications for the innovation support system

Session IV
Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, PricewaterhouseCoopers

Exaptation and Entrepreneurship – B
Chair: Gino Cattani

Martin Bliemel
Technology entrepreneurship and lucky events

Eric Michael Laviolette, Vincent Lefèbvre and Miruna Radu
Calling beauty to chase the beast: The role of aesthetics in the elaboration and evaluation of entrepreneurial business models

Andrea Ganzaroli, Luciano Pilotti and Ivan De Noni
The role of social entrepreneurship in leveraging exaptation in locked-in industrial districts: The case of Idrogenet in the industrial district of Lumezzane
Session V
Location: CSC, 1st Floor, Green Section, PricewaterhouseCoopers
Friday, July 5, 2013, 14:00–15:30

**Exaptation, Bricolage and Collaborative Innovation**
Chair: Mariano Mastrogiorgio

- **Mathias Beck and Andrea Schenker-Wicki**
  *Collaborative innovation: The importance of diversity in cooperation networks for firm innovation performance*

- **Julie Fabbri, Aurélie Hemonnet-Goujot and Delphine Manceau**
  *A comparative study of two open innovation methods: Co-creation vs design thinking*

- **Lakshmanan Prasad and Niharika Garud**
  *Roles of innovative behavior and bricolage in new product development process in Indian hi-tech firms*

Session VI
Location: CSC, 1st Floor, Green Section, PricewaterhouseCoopers
Saturday, July 6, 2013, 09:00–10:30

**Exaptation, Knowledge Flows and Search Mechanisms**
Chair: Päivi H. Aaltonen

- **Jamal E. Azzam, Rani J. Dang and Cécile Ayerbe**
  *The role of patents in business ecosystem’s coordination: How do leader firms maintain technological knowledge and create new trajectories?*

- **Patrícia Cristina Nascimento Souto**
  *Innovating as dialogic tacit knowledge creation and communication*

- **Tommaso Savino, Antonio Messeni Petruzzelli and Vito Albino**
  *Recombinations and search mechanisms to create innovation. A review of empirical evidence and research agenda*

Session VII
Location: CSC, 1st Floor, Green Section, PricewaterhouseCoopers
Saturday, July 6, 2013, 11:00–12:30

**Group Discussion: What’s Next?**
Chair: Pierpaolo Andriani
Demand-Side Approaches to Value Creation in Technology Innovation, Entrepreneurship and Strategic Management

Convenors
Richard Priem, TCU Neeley School of Business, Fort Worth, USA; r.priem@tcu.edu
Marc Gruber, Ecole Polytechnique Fédérale de Lausanne (EPFL), Switzerland; marc.gruber@epfl.ch
Gianmario Verona, Bocconi University, Milan, Italy; gianmario.verona@unibocconi.it

Session I Location
Thursday, July 4, 2013, 09:00–10:30
Decelles, 4th Floor, Section Nord, La Tuque

Introductions; The Demand Side & Firm Scope
Chair: Richard Priem, Marc Gruber and Gianmario Verona

Jens Schmidt and Richard Priem
Demand-side complementarities and firm scope

Yasemin Kor and Danchi Tan
Organic and healthy food industry, managerial responsiveness, and corporate acquisitions

Session II Location
Thursday, July 4, 2013, 11:00–12:30
Decelles, 4th Floor, Section Nord, La Tuque

Entrepreneurial Decisions & Customer Value
Chair: Fabrizio Pini

Emanuela Prandelli, Gianmario Verona and Martina Pasquini
Taking the perspective of the user: Untangling the role of empathy and user knowledge in entrepreneurship research

Guangliang Ye and Jens Schmidt
Colluding with customers: How increasing customers’ bargaining power can affect rivalry, performance and industry structure

Enrico Angioni and Francesca Cabiddhu
Beyond entrepreneurial and user innovation: Toward a theory of customership
Session III
Location
Thursday, July 4, 2013, 16:00–17:30
Decelles, 4th Floor, Section Nord, La Tuque

Industry and Firm Dynamics from the Demand Side
Chair: Guangliang Ye

Lalit Manral
*An evolutionary model of industrial and firm dynamics: A demand-side analysis*

Bilgehan Uzunca and Bruno Cassiman
*Entry diversion and submarket industry evolution: Dominance of incumbents, disruption, or isolation?*

Christina Kyprianou and Violina Rindova
*Demand-driven firm strategies: Value creation in multi-sided platforms*

Session IV
Location
Friday, July 5, 2013, 09:00–10:30
Decelles, 4th Floor, Section Nord, La Tuque

Opportunity Identification & Selection Systems
Chair: Yasemin Kor

Ingela Sölvell
*Opportunity identification – A behavioral perspective on the management role in the innovation process*

Joost Rietveld, Freek Wiewel and Pedro de Faria
*Vox populi? The moderating role of network externalities on selection systems in the market for video games*

Session V
Location
Friday, July 5, 2013, 14:00–15:30
Decelles, 4th Floor, Section Nord, La Tuque

Demand-side Context & Product Identity
Chair: Jens Schmidt

Raoul C.D. Nacamulli and Fabrizio M. Pini
*Business model as storyteller. Exploiting high-context culture as differentiating factor in an Italian retail company: The Eataly experience*
Bram Kuijken, Nachoem Wijnberg and Gerda Gemser
*Informing consumers about categorical identities of hybrid products: How market dynamics influence designers’ choices*

Joost Rietveld, Joseph Lampel and Cristiano Bellavitis
*The second time around: Products re-release and resource complementarity in the market for video games*

Session VI

**Saturday, July 6, 2013, 09:00–10:30**

**Decelles, 4th Floor, Section Nord, La Tuque**

**Value Co-creation & Tech Life Cycles**
Chair: Christina Kyprianou

Daniel Chaffin and Kent D. Miller
*A micro perspective of demand-side strategy: Value co-creation routines*

Chetan Chawla
*Exploring the antecedents of consumer participation in value co-creation: Microfoundations of demand side strategy*

Ankush Chopra, Jaegul Lee and Abhijit Guha
*The capability-performance relationship over the technology life cycle: Evidence from the U.S. computed tomography industry*

Session VII

**Saturday, July 6, 2013, 11:00–12:30**

**Decelles, 4th Floor, Section Nord, La Tuque**

**Value Networks; New Insights & Directions**
Chair: Richard Priem, Marc Gruber and Gianmario Verona

Emanuela Todeva and Bose Edvardsson
*Value-network perspective to value management*

One paper presentation, then a group discussion of new insights from the sub-theme and new directions for demand-side research
Organizing Healthcare Innovation: Building Bridges and Dismantling Barricades

Convenors
Sue Newell, Bentley University, USA, and Warwick Business School, UK; snewell@bentley.edu
Maxine Robertson, School of Business and Management, Queen Mary University of London, UK; M.Robertson@qmul.ac.uk
Jacky Swan, Warwick Business School, Warwick University, UK; jacky.swan@wbs.ac.uk

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Chibougamau

Organizing Healthcare Innovation I
Chair: Sue Newell

Mario Bach and Annette Reuter
Patient-centered care as a facilitator for network integration

Federica Brunetta, Paolo Boccardelli and Andrea Lipparini
Central positions and performance in the scientific community. Evidences from clinical research projects

Hille Bruns
Knowledge development for innovation in biomedical research

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Chibougamau

Organizing Healthcare Innovation II
Chair: Jacky Swan

Diane Burns, Paula Hyde, John Hassard and Anne Killett
Colonizing the aged body and the organization of later life

Rune T. Clausen, Poul H. Andersen and Berit K. Kragh
Strictly ballroom or new steps? Dancing towards new practice creation in public hospitals

Jenna Evans, Ross Baker, Jan Barnsley and Whitney Berta
Understanding and bridging mindsets for the delivery of integrated care
Session III
Location

Thursday, July 4, 2013, 16:00–17:30
Decelles, 3rd Floor, Section Nord, Chibougamau

Organizing Healthcare Innovation III
Chair: Maxine Robertson

Stéphanie Gentil
Managing the unexpected in a context of healthcare rationalization: A management situation perspective

Charlotte Kops, Lauri Wessel and Martin Gersch
Innovation barricades in German health care: Balancing resource-based and institutional perspectives

Daniele Mascia, Roberto Dandi and Fausto Di Vincenzo
Innovating healthcare by crossing boundaries: Implementing evidence-based medicine across levels of care

Session IV
Location

Friday, July 5, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Chibougamau

Organizing Healthcare Innovation IV
Chair: Sue Newell

Jasmina Masovic, Bjørn Erik Mørk and Davide Nicolini
Innovative practices and professional jurisdictions in healthcare: The case of transcatheter aortic valve implantation (TAVI)

Florian Stache
Path-breaking organizational change in Russian cancer care

Annemiek van Os, Dick de Gilder, Cathy van Dyck and Peter Groenewegen
Professional identity enactment in incident narratives by medical professionals
Session V

Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Nord, Chibougamau

Organizing Healthcare Innovation V
Chair: Jacky Swan

Laura Visser, Inge Bleijenbergh, Yvonne W.M. Benschop and Allard van Riel
Self-disciplining practices on online health communities:
Understanding patients’ use of innovative communication technology

Simon Bailey, Mike Bresnen, Damian Hodgson, Paula Hyde and John Hassard
Building bridges or drawing them? Making and taking management knowledge in UK healthcare

Taran Thune and Magnus Gulbrandsen
Partnerships in biomedicine: Synergies and tensions in research and innovation collaborations between hospitals, universities and firms

Session VI

Saturday, July 6, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Chibougamau

Organizing Healthcare Innovation VI
Chair: Maxine Robertson

Tony Huzzard, Andreas Hellström and Svante Lifvergren
Sensegiving across professional borders: Readiness for system-wide change in cancer care

Paula Hyde, Damian Hodgson, Mike Bresnen, Simon Bailey and John Hassard
Over-managed and under-led? Discourses and practices of management and leadership in healthcare

Unni Dahl, Bård Kulseng and Tonje Osmundsen
Creating space for innovations. Rearranging boundaries
Session VII
Location

Saturday, July 6, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Chibougamau

Organizing Healthcare Innovation VII
Chair: Sue Newell, Jacky Swan and Maxine Robertson

Mark Exworthy, Paula Hyde and Pamela McDonald-Kuhne
‘Stuffing their mouths with gold?’ Medical professions, power and pay

Anne Sigh, Jeppe Agger Nielsen and Kim Normann Andersen
Robots conquering the homeland of the Vikings: Promises and drawbacks of robot vacuum cleaning in Danish eldercare

Theopisti Chrysanthaki, Jane Hendy, Charitini Stavropoulou, James Barlow and Anna Ramsay
‘Mind the gap’: How misalignment between evidence provision and use impedes a network’s capacity for successful knowledge brokering and shared learning

Wrap-up
Risk, Crisis and Emergency Management

Convenors
Robert P. Gephart Jr., University of Alberta, Canada; robert.gephart@ualberta.ca
Kees Boersma, VU University Amsterdam, The Netherlands; f.k.boersma@vu.nl
Sytze F. Kingma, VU University Amsterdam, The Netherlands; S.F.Kingma@vu.nl

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Sud, Rimouski

Conceptualizing Transboundary Risk
Chair: Sytze F. Kingma

Kathleen Locklear
Bridging as metaphor: A systems approach for exploring transboundary risk

Emanuel R. Kastl
A novel conceptualization of ‘boundary’ – The firm boundary as membrane

S. Amy Sommer, Travis M. Maynard and Deanna M. Kennedy
Leadership in trans-boundary crisis: Team adaptation across boundaries

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Sud, Rimouski

Interorganizational Boundaries
Chair: Scott Poole

Bruno Verweijen and Kristina Lauche
Beyond the boundaries of the organization: The conceptualization of risk in the oil & gas industry as an organizational field

Gareth Owen
Bankers, bonuses and bailouts: Rhetoric, reality and the financial crisis

François de Corbière, François Deltour, Bénédicte Geffroy, Gwenaëlle Lairot and Sophie Bretesché
Managing risks across organizational actors boundaries: The case of the medical nuclear supply chain
**Session III**  
Location: **Decelles, 3rd Floor, Section Sud, Rimouski**  
**Thursday, July 4, 2013, 16:00–17:30**

**Crisis Handling**  
Chair: Kees Boersma

*Carole Lalonde*  
*Connecting guiding principles and organization development interventions in crisis management*

*Jenni Hyvärinen and Marita Vos*  
*Developing a conceptual framework for investigating communication supporting a community approach to crisis management: Including publics in the work of response networks*

*Anouck Adrot and Christophe Roux-Dufort*  
*In the middle of fervency and dispassion: A grounded analysis of interorganizational coordination during the 2003 French heat wave crisis response*

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**Session IV**  
Location: **Decelles, 3rd Floor, Section Sud, Rimouski**  
**Friday, July 5, 2013, 09:00–10:30**

**Risk Taking and Blaming**  
Chair: Robert P. Gephart Jr.

*Cagri Topal and Robert P. Gephart Jr.*  
*The communicative basis of risk management*

*Thomas Roulet and Eric Abrahamson*  
*Scapegoats, sacrificial lambs, turncoats, and whistleblowers: Simulating and theorizing blame games*

*Mário Aquino Alves, Paulo Guimaraes and Maria Paola Ometto*  
*Litigation as corporate strategy towards environmental disaster: Unveiling senses through antenarratives*
Session V
Location
Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Sud, Rimouski

Emergency Preparations and Networks
Chair: Peter Groenewegen

Epaminondas Koronis and Stavros Ponis
Inter-organizational networks and knowledge transfer for supply chains in crisis

Amandine Berger and Benoît Journé
The political dynamics of reliability and crisis management in organizational networks: The case of a French network of municipalities

Chiara Bassetti, Emanuele Bottazzi and Roberta Ferrario
Fatal attraction. Interaction and crisis management in socio-technical systems

Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Sud, Rimouski

Managing Risk at Supra-organizational Levels
Chair: Robert P. Gephart Jr.

Rik Strijkert and Sytze F. Kingma
The globalization of anti-tobacco policies: The influence of the EU and the WHO on smoking risks and policies in the Netherlands and the UK

Christopher Eaton and Laurie Milton
A tale of two transboundary crises: Building theory from systemic risk in energy and financial sectors
**Session VII**

**Location**

Saturday, July 6, 2013, 11:00–12:30  
Decelles, 3rd Floor, Section Sud, Rimouski

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**Emergency Operations**  
Chair: Sytze F. Kingma

**Jeroen Wolbers, Kees Boersma, Peter Groenewegen and Marshall Scott Poole**  
*The role of temporality in the construction of boundary objects during emergency management*

**Georg Schreyögg and Simone M. Ostermann**  
*Coping with uncertainty through organizational networks – Evidence from an Intensive Care Unit ward*

**Rodrigo Silveira dos Santos and Cristiano Cunha**  
*Cognitive approach to crisis leadership: A bridging edge to manage transboundary crises*
Troubled Times, Big Issues, Institutional Crises: Insights from Organization Theory

Convenors
Danielle Logue, University of Technology, Sydney, Australia; danielle.logue@uts.edu.au
Stewart Clegg, University of Technology, Sydney, Australia; stewart.clegg@uts.edu.au
Kamal A. Munir, University of Cambridge, UK; k.munir@jbs.cam.ac.uk

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Louiseville

Insights into the Global Financial Crisis and Banking
Chair: Danielle Logue
Discussant: Stewart Clegg

Olivia Nicol
No body to kick, no sould to damn: Responsibility and accountability for the financial crisis

Ulla Forseth, Emil Røyrvik and Stewart Clegg
Heroes and villains in bankers’ narratives after the global financial crisis

Florent Noël and Hélène Rainelli-Weiss
Can financial executives bonuses still be justified? Reflections on the impact of the financial crisis on a widespread practice

Jan Lepoutre and Matthias Thiemann
Global challenges, local responses: An institutional perspective to regulating the “tragedy of the commons” in the financial industry

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Louiseville

Grassroot Social Movements
Chair: Christopher Wright
Discussant: Royston Greenwood

Emmanuelle Vaast, Liette Lapointe, Bogdan Ngoïta and Hani Safadi
Tweeting the oil spill: The emergence of grassroots framing in a crisis
Juliane Reinecke and Shaz Ansari
*The unintended overflows of social movements: The shifting relationship between Occupy London and the Church of England*

Nada Basir
*Radical institutional innovation: The role of brokers in the building of Libya’s civil society*

**Session III**

**Thursday, July 4, 2013, 16:00–17:30**

**Location** Decelles, 3rd Floor, Section Nord, Louiseville

**The Misfortune at the Bottom of the Pyramid**
Chair: Juliane Reinecke
Discussant: Kamal A. Munir

Pablo Fernandez and Ignasi Marti
*Engaging with and thinking dignity and indignation*

Claudine Grisard and Vivien Blanchet
*Empowering the poor by providing them jobs: Opening the postcolonial blackbox of base of the pyramid*

Marco Bottura
*Poverty alleviation: Putting Gramscian cultural hegemony and institutional theory to work*

**Session IV**

**Friday, July 5, 2013, 09:00–10:30**

**Location** Decelles, 3rd Floor, Section Nord, Louiseville

**Critical Perspectives on Sustainability**
Chair: Ignasi Marti
Discussant: André Spicer

Christopher Wright and Daniel Nyberg
*Creative self-destruction: Corporate responses to climate change as political myths*

Koen van Bommel
*From values to value: The role of commensuration in the institutionalisation of sustainability reporting*

Olga Ivanova and Paul Shrivastava
*Organizations and the liability of non-sustainability*
Céline Berrier-Lucas and Alexandre Rambaud
*Ontological approach of corporate sustainability: Proposal for a shift*

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**Session V**

*Location*

**Friday, July 5, 2013, 14:00–15:30**

*Decelles, 3rd Floor, Section Nord, Louiseville*

**Insights into Corporate Governance**

*Chair: Allison Marchildon*

*Discussant: Daniel Nyberg*

**Paul McGrath**

*Investigating state investigations: A case study of bad blood*

**Claudiaa Gabbioneta and Royston Greenwood**

*Sustained corporate corruption and processes of institutional ascription within professional networks*

**Göran Nilsson and Jaan Grünberg**

*Bridging corporate governance and management control*

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**Session VI**

*Location*

**Saturday, July 6, 2013, 09:00–10:30**

*Decelles, 3rd Floor, Section Nord, Louiseville*

**Global Corporate Power**

*Chair: Bas Koene*

*Discussant: Stewart Clegg*

**Victoria Pagan**

*Same goal, different worldviews: Comparing and contrasting the World Economic Forum and the World Social Forum*

**Allison Marchildon**

*Corporate responsibility or corporate power? Analysing corporations’ role in shaping definitions and solutions to our public problems*

**Bas Koene and André Spicer**

*Thought leadership: Engaging with power whilst not losing the plot*

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**Session VII**

*Location*

**Saturday, July 6, 2013, 11:00–12:30**

*Decelles, 3rd Floor, Section Nord, Louiseville*

**Reflections by Professor Bob Hinings**

*Chair: Danielle Logue*
Unmasking Corruption: Critical Perspectives on Corruption and Anti-Corruption

Convenors

Thomas Taro Lennerfors, Uppsala University, Sweden; thomas.lennerfors@angstrom.uu.se
Eric Breit, Work Research Institute, Norway; eric.breit@afi.no
Alf Rehn, Åbo Akademi University, Finland; alfrehn@me.com

Session I

Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, KPMG

Corruption and Corrupt Behaviour
Chair: Thomas Taro Lennerfors

Anthony Yue and Luc Peters
KISS and tell – Masks, mimesis and corruption

Charlotte Davis
Responsible leader behavior: Cultural factors and cross-cultural challenges

Shailen Kumar Dalbehera
Corruption: An institution or antithesis of one?

Session II

Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, KPMG

Working in Corrupt Environments
Chair: Eric Breit

Michael Assländer
Working in a corrupt environment – The case of Siemens

Madhurima Bhattacharyay
Corruption propensity of entrepreneurs in emerging economies: A theoretical model
Session III
Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Yellow Section, KPMG

Corruption and Scandal
Chair: Thomas Taro Lennerfors

Stefan Schembera and Andreas Georg Scherer
Organizing corruption controls after a scandal: Change processes in legitimacy strategies and institutional environments

Stelios Zyglidopoulos, Peter Fleming, Maria Boura and Spyros Lioukas
Corruption in the Greek public sector: Understanding the existence and perpetuation of corruption

Barbara Czarniawska
Corruption or Nineteen Eighty-Four?

Session IV
Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, KPMG

Historical and Contextual Practices
Chair: Eric Breit

Morten Hove Henriksen and Hans Krause Hansen
Making up corruption control: Conducting due diligence in a Danish law firm

Ronald Kroeze and Michel Hoenderboom
Taking the history of corruption into account

Tomonori Inukai
A mechanism of dysfunctional production of collective goods in franchising organizations: Exit, voice, and loyalty, revisited
### Session V

**Location**

Friday, July 5, 2013, 14:00–15:30  
CSC, 1st Floor, Yellow Section, KPMG

#### Practices of Anti-corruption

**Chair:** Thomas Taro Lennerfors

**Fran Osrecki**  
_Fighting corruption with transparent organizations: Anti-corruption and functional deviance in organizational behavior_

**Katsuki Aoki and Takahiro Endo**  
_Meaning network and resource mobilization: The case of school bullying in Otsu City_

**Sarah Tischer and Jetta Frost**  
_Organizational corruption as social practice – Unmasking the phenomenon through a routines-as-practice perspective_

### Session VI

**Location**

Saturday, July 6, 2013, 09:00–10:30  
CSC, 1st Floor, Yellow Section, KPMG

#### The Role of Institutional Control

**Chair:** Eric Breit

**Rieneke Slager**  
_Corporate anti-corruption & bribery programmes: The logics of risk management_

**Karin Svedberg Helgesson and Ulrika Mörth**  
_Good cops, bad citizens and the quest for security. The role of business actors in AML/CTF_

**Daniel Pardini, Denise Machado and Yuri Costa**  
_Organizational corruption: Practices and anti-corruption controls in Brazilian banks_
Session VII

Saturday, July 6, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, KPMG

Anti-corruption as Industry/Ideology
Chair: Eric Breit

Peter Bratsis
*Transparency as ideology: From Edgar Allen Poe to Nicos Poulantzas*

Petter Forsberg and Kristofer Severinsson
*The corruption virus*

Amir Farmanesh
*Developing a Business Bribery Index (BBI). A new methodology for the measurement of corruption and bribery*
Strategic and Institutional Environments

Convenors
Alexandre B. Bitektine, HEC Montréal, Canada; alex.bitektine@hec.ca
Taco Reus, Erasmus University, Rotterdam School of Management, The Netherlands; treus@rsm.nl
Loizos Heracleous, University of Warwick Business School, UK; loizos.heracleous@wbs.ac.uk

Session I
Thursday, July 4, 2013, 09:00–10:30
Cancelled

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Alma

Micro-processes of Institutional Change
Chair: Loizos Heracleous

Hamid Bouchikhi and John Kimberly
The struggle for the soul of economics at the University of Notre Dame: A microprocessual analysis

Ey Song
A multilayer model of legitimacy development: Evidence from a legal field of animal welfare, 1865–2010

Winston Kwon and Panos Constantinides
The case of the phylloxera plague in 19th century France: Wine and the emergence of biological, technological and social hybridity

Lianne Lefsrud, Kenneth Fox, David Cooper and Yvette Taminiau
Veils of ambiguity: Professionals’ categorization of oil and gas reserves
Session III
Location
Thursday, July 4, 2013, 16:00–17:30
Decelles, 3rd Floor, Section Nord, Alma

Institutional Trajectories, Professions and Power
Chair: Loizos Heracleous

Beyza Oba and Zeynep Özsoy
Checkmate; Hegemonic struggle in popularizing chess

Stéphanie Gagnon and Maud Micheau
The institutional trajectory of the community policing approach in Quebec

Loizos Heracleous and Luh Luh Lan
Concentrated ownership, private benefits of control and socioemotional wealth

Session IV
Location
Friday, July 5, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Alma

Strategic and Institutional Effects on Performance
Chair: Alexandre B. Bitektine

Sebastiaan van Doorn and Henk W. Volberda
Entrepreneurial orientation and performance at the business unit level: Investigating strategic decision participativeness and strong ties

R. Sandra Schillo and Jeffrey S. Kinder
Business models and open innovation – Translating a business framework into the context of government laboratories

Kim Claes and Frédéric Godart
Pricing under uncertainty: Identity specialists and generalists in the luxury watchmaking industry

Elizabeth Klitsie, Henk W. Volberda and Marten Stienstra
The influence of institutional (mis-)fit on performance
### Session V
**Location**
Friday, July 5, 2013, 14:00–15:30  
Decelles, 3rd Floor, Section Nord, Alma

**Institutional Influences on Strategic Choices**  
Chair: Taco Reus

**Victor Meyer Jr., Haroldo Andrigueto Jr. and Lucilaine Pascuci**  
*Academic strategies and outcomes: Complex managerial approach in a complex system*

**Monika Lesner and Jochen Schweitzer**  
*Parenting practices and advantage for corporate entrepreneurship*

**Carlos Caldeira and Rodrigo Bandeira-de-Mello**  
*Exploring cognitive influences in corporate political action choices*

**Abhijit Ghosh**  
*National constraints as spurs to organizational growth: AMUL coop’s story of product innovation*

### Session VI
**Saturday, July 6, 2013, 09:00–10:30**

Cancelled

### Session VII
**Location**
Saturday, July 6, 2013, 11:00–12:30  
Decelles, 3rd Floor, Section Nord, Alma

**Strategic Alliances, Mimetic Isomorphism and Performance**  
Chair: Alexandre B. Bitektine

**Konstantinos Pitsakis and Claudio Giachetti**  
*When do corporate venturing units imitate the innovation leader? Evidence from the UK academic spinoffs*

**Marie Oehme and Suleika Bort**  
*Mimetic isomorphism in market entry mode choice: Internationalization of small and medium sized firms in the German biotech industry 1996–2011*

**Alexandre B. Bitektine, Christian Vandenbergha and Kevin Hill**  
*The development and validation of empirical measures of organizational legitimacy and the related constructs*
Leveraging Cultural Dynamics in Organizations

Convenors
Sylvie Chevrier, Université de Paris-Est Marne la Vallée, France; sylvie.chevrier@univ-paris-est.fr
Christoph Barmeyer, University of Passau, Germany; christoph.barmeyer@uni-passau.de
Jean-Pierre Dupuis, HEC Montréal, Canada; jean-pierre.dupuis@hec.ca

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Standard Life 1

Meta-level Perspectives on Cultures and Organizations
Chair: Christoph Barmeyer, Sylvie Chevrier and Jean-Pierre Dupuis

Laurence Romani and Betina Szkudlarek
The interculturalists’ knowledge: How a professional community is facing ethical struggles with its core expertise

Diana Santistevan and Héléna Karjalainen
How different cultures study culture differently

Jean-François Chanlat
Business anthropology as a discipline to leverage cultural dynamics in organizations

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Blue Section, Standard Life 1

Cultural Dynamics in International Contexts
Chair: Sylvie Chevrier and Jean-Pierre Dupuis

Christine Coisne
Bridging the cultural divide in cross-border mergers and acquisitions: A synergistic learning perspective

Christoph Barmeyer and Eric Davoine
Leveraging positive cultural dynamics in emergent working cultures in a bi-national organization – A French-German case

Thomas Ryser, Zsofia Oroszlan, Yannick Turkier and Hartmut Schulze
A heuristic model of cultural dynamics in globally dispersed product-service systems
Session III Wednesday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Blue Section, Standard Life 1

Context Specific Studies in Organizations
Chair: Christoph Barmeyer and Jean-Pierre Dupuis

Nurit Zaidman
Relationships in bicultural global teams

Jean-Pierre Segal
The dramatic recovery of a public bus company in New Caledonia: A cross-cultural perspective

Session IV Thursday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Standard Life 1

Comparative Perspectives on Cultures and Management
Chair: Christoph Barmeyer and Sylvie Chevrier

Doirean Wilson
Cultural diversity: A gateway to business success or the honey trap?

Virginia Drummond Abdala
The challenge of bridging cultural gaps in the BRICs: What can Europeans learn from the Chinese MNCs’ experience in Brazil?

Maria Ester de Freitas and Marcelo Dantas
Social fears of Brazilians

Session V Thursday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Blue Section, Standard Life 1

Intercultural Communication
Chair: Sylvie Chevrier and Jean-Pierre Dupuis

Daniel Gulanowski, Luciara Nardon and Kathryn Aten
Bridging cultures through technology: The role of blogging in acculturation and cultural brokerage

Louis-Marie Clouet
Revisiting translation: Intercultural communication and management as the combination of translator, interpret and manager competencies
Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Standard Life 1

Dynamics of Corporate Cultures
Chair: Christoph Barmeyer and Jean-Pierre Dupuis

Mette Zølner
Organizational actors: In between local embeddedness and global integration

Anna Blombäck, Olof Brunninge and Anders Melander
Executive interventions in the corporate value process

Guilherme Azevedo
On the creation and international spread of a management culture

Session VII
Location
Saturday, July 6, 2013, 11:00–12:30
CSC, 1st Floor, Blue Section, Standard Life 1

Cultural Concerns for Border Crossers
Chair: Christoph Barmeyer and Sylvie Chevrier

François Goxe and Michaël Viegas Pires
Multiple levels of culture and international entrepreneurship: A suggested theoretical framework

Diane A. Isabelle and Luciara Nardon
Bridging cultural distances: A cognitive perspective on migrant workers
Bridging Perceptions of Organizations: Identities, Images and Reputations

Convenors
Heiko Breitsohl, University of Wuppertal, Germany; breitsohl@wiwi.uni-wuppertal.de
Janet M. Dukerich, University of Texas at Austin, USA; janet.dukerich@mccombs.utexas.edu
Kimberly D. Elsbach, University of California, Davis, USA; kdelsbach@ucdavis.edu

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Banque Scotia

Role Identity and Identification
Chair: Kimberly D. Elsbach

Lisa Cohen and Sandra Spataro
Glossing over: How magazine fact checkers straddle glamour and drudgery in describing their jobs
Discussants: Davide Ravasi, Charlotte Cloutier

Corentin Curchod, Gerardo Patriotta and Nicolas Neysen
‘We’re not who you think we are’: Categorization and identification of ‘business sellers’ at eBay
Discussants: Lisa Cohen, Sandra Spataro

Ian Walsh and Jamie Ladge
The boomerang effect: An identity perspective on rejoining organizations
Discussants: Fran Boag-Munroe, Ann Davis

Session II
Thursday, July 4, 2013, 11:00–12:30
– Parallel Stream –
CSC, 1st Floor, Blue Section, Banque Scotia

Parallel Stream A
Individuals’ Reactions to the Organization
Chair: Heiko Breitsohl

Tobin Im and Jesse Campbell
Organizational identification and superior interaction: The mediating role of organizational trust
Discussants: Sung Soo Kim, Donghoon Shin
Sylwiusz Retowski and Aleksandra Fila-Jankowska
Does indirectly measured attitudes toward organization matter?
Implication for organizational research on perceptions of organizations
Discussant: Roman V. Galperin

Patricia Faison Hewlin, Sandra E. Cha, Jay A. Hewlin
and Sung Soo Kim
The aftermath of broken promises: Facades of conformity and gender differences in reactions to organizational value breach
Discussants: Ying Feng, Jatinder Sidhu, Henk W. Volberda, Frans A.J. van den Bosch

Location
CSC, 1st Floor, Blue Section, Rona

Parallel Stream B
Labeling/Categorization in Identity Formation
Chair: Janet M. Dukerich

Ileana Stigliani and Kimberly D. Elsbach
The roles of category labels in organizational identity formation
Discussants: Benedikt Langner, Victor P. Seidel

Kai Lamertz, Alex Kondra and Fiona McQuarrie
Managing organizational image at the borders of institutional expectations: New universities and their identities
Discussant: Hilary Collins

Jean-Baptiste Litrico and Mary Dean Lee
Responding to industry identity threat: Naturalizing ‘sustainability’ in aviation
Discussants: Imogen Cleaver, Laura Empson

Session III Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Blue Section, Banque Scotia

Identity and Identification Processes
Chair: Kimberly D. Elsbach

Benedikt Langner and Victor P. Seidel
Creating positive social identity in firm-hosted online communities
Discussants: Alex Kondra, Kai Lamertz, Fiona McQuarrie
Fran Boag-Munroe and Ann Davis
*From identified outsider to identified insider: Considering the post-entry outcomes of anticipatory identification*
Discussants: Heiko Breitsohl, Kimberly D. Elsbach

Rose Jeudi and Janet M. Dukerich
*How well do I fit in here: Extending the predictions of congruence using an identity orientation model*
Discussants: Ian J. Walsh, Jamie Ladge

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**Session IV**
**Location**

**Friday, July 5, 2013, 09:00–10:30**
*CSC, 1st Floor, Blue Section, Banque Scotia*

**Reputation, Legitimacy and Identity**
Chair: Janet M. Dukerich

Simone Mariconda and Francesco Lurati
*Ambivalence and reputation judgments: An experimental investigation on the effects of new(s) information*
Discussants: Sylwiusz Retowski, Aleksandra Fila-Jankowska

Jean Grenier Godard and Christophe Lejeune
*How does legitimacy relate to reputation and identity? An exploratory study within a hybrid school*
Discussants: Patricia Faison Hewlin, Sandra E. Cha, Jay A. Hewlin and Sung Soo Kim

Kimberly D. Elsbach and Heiko Breitsohl
*Explaining paradoxes of organizational categorization: A dual-process framework*
Discussants: Janet M. Dukerich, Rose Jeudi

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**Session V**
**Location**

**Friday, July 5, 2013, 14:00–15:30**
*CSC, 1st Floor, Blue Section, Banque Scotia*

**Identity Creation and Governance**
Chair: Kimberly D. Elsbach

Hilary Collins
*Transitional identity: The role of communication tools in identity work*
Discussants: Alessandra Zamparini, Francesco Lurati
Ying Feng, Jatinder Sidhu, Henk W. Volberda and Frans A.J. van den Bosch
Outside directors’ role identities, board monitoring and resource provision: How externally situated perceptions influence director behavior and firm performance
Discussants: Christophe Lejeune, Jean Grenier Godard

Imogen Cleaver and Laura Empson
The struggle to maintain organizational identification: Identity work processes of professional service firm partners
Discussants: Corentin Curchod, Gerardo Patriotta, Nicolas Neysen

Session VI Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Banque Scotia

Professional Role Identity
Chair: Janet M. Dukerich

Sung Soo Kim and Donghoon Shin
Gauging organizations with a professional yardstick: Contingent joint effects between organizational and professional identification on professional employees’ organizational citizenship behavior
Discussants: Barbara Fryzel, Nina Seppala

Chad Murphy
Who am I, who are we? The coevolution of a professional identity and the identity of an emerging profession
Discussants: Jean-Baptiste Litrico, Mary Dean Lee

Roman Galperin
Mass-production of professional services and pseudo-professional identity in tax preparation work
Discussants: Simone Mariconda, Francesco Lurati
Session VII
Location
Saturday, July 6, 2013, 11:00–12:30
CSC, 1st Floor, Blue Section, Banque Scotia

Organizational Identity and its Effect on Constituents
Chair: Heiko Breitsohl

Charlotte Cloutier and Davide Ravasi
*The co-construction of organizational identities*
Discussant: Chad Murphy

Nina Seppala and Barbara Fryzel
*CSR identity construct: An empirical study*
Discussants: Jesse Campbell, Tobin Im

Alessandra Zamparini and Francesco Lurati
*The interpretation and editing of collective identity stories in coordinated fields: The case of a regional wine cluster*
Discussants: Ileana Stigliani, Kimberly D. Elsbach
Management Occupations: Exploring Boundaries and Knowledge Flows

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 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Saguenay

Management Occupations and Knowledge Flows
Chair: Andrew Sturdy

Pernilla Bolander, Andreas Werr and Mikael Klingvall
Making sense of management experts – How managers deal with identity challenges created by external management expertise

Oli Mihalache and Mashiho Mihalache
The influence of TMT learning processes and organizational learning capacity on management innovation

Session II Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Saguenay

Management Occupations and the Translation of Ideas
Chair: Christian Koch

Monica Rolfsen and Marte Daae-Qvale Holmemo
After the consultants have left the room

Stefan Heusinkveld, Pascale Peters and Evelien van Damme
Stretching and blending translations: Sharing management ideas across occupational communities

Andreas Diedrich and Petra Adolfsson
From soldier to employee – Constructing the employable individual at the Swedish Armed Forces
Session III
Thursday, July 4, 2013, 16:00–17:30
Decelles, 3rd Floor, Section Nord, Saguenay

Management Occupation and Colonization
Chair: Monica Rolfsen

Christian Koch and Martine Buser
The deflation of a management concept soufflé? The emergence of new consultancy roles in Danish Public Private Partnerships

Gerry McGivern, Sue Dopson, Jean Ledger and Ewan Ferlie
Challenging sensemaking: Elite management consultancy and strategic change in the British National Health Service

Robert Fleming and Sinéad Ruane
Working at the edge: Doing identity in an emerging profession

Session IV
Friday, July 5, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Saguenay

Management Occupations: Diffusion and Impact
Chair: Andreas Werr

Ian Towers
Learning how to be a modern manager while sitting on the sofa and watching TV

Pojanath Bhatanacharoen, Timothy Clark and David Greatbatch
The telling of tipping points: Differentiated storytelling in the lectures of management Gurus

John McGoldrick, Andrew Sturdy and Robin Klimecki
The theory and experience of insecurity at work – A conceptual review and a research agenda for studying management occupations

Session V
Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Nord, Saguenay

Constructing Occupations: Identity Work
Chair: Gerry McGivern

Damian Hodgson and Steve Paton
Cosmopolitans, lifers and liminality: Identity work in project management
Susanna Alexius and Staffan Furusten  
*Dilemmas of hybrid social enterprises. The case of the natural step Sweden*

Lara Maestripieri  
*The management consulting’s identity: At the boundaries between professionals and managers*

**Session VI**  
**Location**  
Saturday, July 6, 2013, 09:00–10:30  
Decelles, 3rd Floor, Section Nord, Saguenay

**Management Occupations and Legitimacy**  
Chair: Stefan Heusinkveld

Emma Stendahl and Ali Yakhlef  
*The role of consultants in management*

Stephanos Avakian  
*Manifestations of cognitive legitimation in the client consultant relationship*

Sara Lindström  
*Legitimating well-being at work as a management agenda – The case of HR professionals*

**Session VII**  
**Location**  
Saturday, July 6, 2013, 11:00–12:30  
Decelles, 3rd Floor, Section Nord, Saguenay

**Interaction and Learning between Occupations**  
Chair: Pernilla Bolander

Thierry Beaupré-Gateau, Laurent Simon and Geneviève Dupuis  
*Reinventing clown scouting and casting at the Cirque du Soleil: Designing a context for boundary practices for talent development and knowledge creation between a creative powerhouse and an artistic occupational community*

Laetitia Legalais and Jérémy Morales  
*Intra-organisational struggles and ‘business partnering’: The discursive activity of support function managers as legitimisation of financialisation*

Iryna Mikhailava and Selen Kars-Unluoglu  
*Towards a new professional future: Embedding knowledge management into human resource practices*
Inter-organizational Collaboration and Networks

Convenors
Marie-France Turcotte, University of Quebec at Montréal, Canada; turcotte.marie-france@uqam.ca
Peter Groenewegen, VU University Amsterdam, The Netherlands; p.groenewegen@vu.nl
Frank den Hond, Hanken School of Economics, Helsinki, Finland; frank.denhond@hanken.fi

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Roberval

Network and Collaborations
Chair: Marie-France Turcotte
Discussant: Peter Groenewegen

Moheeb Abu Alqumboz and Paul W. Chan
What do networks do to work: The agential role of network

Minna-Kaarina Forssén and Heini Ikävalko
Practices in university–industry collaboration

Daniela Patru, Kristina Lauche, Hans L. van Kranenburg and Gerrit Willem Ziggers
Unpacking inter-organizational collaboration processes: Cooperation and coordination practices and their interaction

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Roberval

Who to Network With and How?
Chair: Peter Groenewegen
Discussants: Marco Tonellato and Guido Conaldi

Darcy Kamal
Alliance re-formation: Uncertainty, inexperience, and termination experience in the Thoroughbred horse industry, 2005–2010

Jungwon Min
A transitivity in alliance networks: The effects of selection costs caused by partner choice sets
Chahira Mehouachi and Véronique Perret  
*Governance work in inter-organizational networks: Driving processes and structures*

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**Session III**  
**Location**  
**Thursday, July 4, 2013, 16:00–17:30**  
**Decelles, 3rd Floor, Section Nord, Roberval**

**Networks and People**  
*Chair: Christian Lechner*  
*Discussants: Minna-Kaarina Forssén and Heini Ikävalko*

**Diane-Gabrielle Tremblay**  
*Creative careers: The role of networks in fashion design*

**Wiebke Doden and Gudela Grote**  
*The ties that bind: How career orientations and social networks shape employees’ turnover intentions*

**Alison Dean, Pamela Yeow, Danielle Tucker and Linda Pomeroy**  
*Communities of practice in UK higher education: A case study on networks and group effectiveness*

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**Session IV**  
**Location**  
**Friday, July 5, 2013, 09:00–10:30**  
**Decelles, 3rd Floor, Section Nord, Roberval**

**Networks and Firms**  
*Chair: Giuseppe Soda*  
*Discussants: Alison Dean, Danielle Tucker and Linda Pomeroy*

**Simone Guercini and Christian Lechner**  
*The stability of the focal firm in the business network: The effect of competence shifts*

**Tatbeeq Raza-Ullah and Maria Bengtsson**  
*Tension in paradoxical relationships between firms*

**Anthony Gour**  
*The role of external ties in strategy-making*
**Sub-theme 34**

**Session V**

**Location**
Friday, July 5, 2013, 14:00–15:30  
Decelles, 3rd Floor, Section Nord, Roberval

**Networks and Learning**
Chair: Frank den Hond  
Discussants: Tatbeeq Raza-Ullah and Maria Bengtsson

**Kyueun Han and Giuseppe Soda**  
*When negative ties overlap formal and informal relationships within organizations: Implication for knowledge exchange processes*

**Marco Tonellato and Guido Conaldi**  
*The coordination mechanisms of organizational learning: A case study on routines in a free/open source software project*

**Ulla Eriksson-Zetterquist**  
*International collaborations and theoretical inventions*

**Session VI**

**Saturday, July 6, 2013, 09:00–10:30**

Cancelled

**Session VII**

**Saturday, July 6, 2013, 11:00–12:30**

Cancelled
Organizations and their Consumers: Bridging Production and Consumption

Convenors

Yiannis Gabriel, University of Bath, UK; y.gabriel@bath.ac.uk
Marek Korczynski, Nottingham University, UK; Marek.Korczynski@nottingham.ac.uk
Kerstin Rieder, Aalen University, Germany; kerstin.rieder@htw-aalen.de

Session I

Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais

Bridging Production and Consumption

Chair: Yiannis Gabriel

Daniel Ericsson
Like a bridge over troubled water. Prosumption in the field of music

Stephanie Schreven
The unholy alliance between WB Inc. & J.K. Rowling in securing ‘copyright’ and managing consumer productivity: Keyword ‘work’

Heidemarie Hanekop
Customers working for customers in user-generated Web 2.0 services – The collective of producing customers and the organization

Session II

Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais

Abuse, Protection, Seduction

Chair: Kerstin Rieder

Darryn Mitussis and Nahee Kang
Comparative consumer capitalism: Implications of regimes of consumer protection on firm behaviour

Marek Korczynski and Claire Evans
Customer abuse to service workers: An analysis of its social creation within the service economy

Caroline Ruiner and Uta Wilkens
Liaison avec le client. Psychological contracts of triadic employment relationships in professional services firms
Session III
Location
Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais

Resistance and Cooperation
Chair: Marek Korczynski

Kerstin Rieder, Marco Schröder, Isabel Herm, Anita Hausen and G. Günter Voß
*Working customers and why they work*

Jean-Baptiste Suquet
*Competition on the frontline: The plurality of frauds by Parisian public transports*

Talita de Oliveira Trindade, Eduardo André Teixeira Ayrosa and João Felipe Rammelt Sauerbronn
*Resistance in the marketplace – The context of Brazilian housewives and consumers’ movement*

Session IV
Location
Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais

Pop and Seduction
Chair: Yiannis Gabriel

Claudio Coletta
*Bridging popular culture*

Thomas Gegenhuber and Robert Bauer
*Consumer-focused crowdsourcing: Seductive illusions with far reaching consequences*

Mari Holopainen
*From disinterest to glorification – Corporate, employee, and customer narratives on a new insurance e-service*
Session V

Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais

Collaborate or Consume?
Chair: Kerstin Rieder

Michaela Pfadenhauer and Tilo Grenz
Evidence for a new participatory culture? The role of the consumer in mediatized business models

Tânia Pereira Christopoulos, Adriana Wilner and Mário Aquino Alves
When consumers are glad being not allowed to collaborate

Katarina Larsen
Demonstrators and dual-logics of knowledge production: Consumers and user driven innovation at research institutes

Session VI

Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais

Seduction and Authenticity
Chair: Marek Korczynski

Sarah Glozer, Rob Caruana, Sally Hibbert and Marion Le Beller
Corporate-consumer communication: Exploring dialogue and dialectics in the co-construction of citizenship

Han-Hsiao Hsu and Dong-Jenn Yang
How service quality is delivered? Display your authenticity of service-oriented organizational citizenship behavior to customers

Mikolaj Dymek
Consumer/customer focus as cultural industry, trend setting and professional identity – A case from the world of communication agencies
Session VII  
Location

Saturday, July 6, 2013, 11:00–12:30  
CSC, 1st Floor, Blue Section, Salle Hélène-Desmarais

Sustainability and Cocreation  
Chair: Yiannis Gabriel

Christina Niforou, Benn Lawson, Jimmy Donaghey and Juliane Reinecke  
*From employment relations to consumption relations: Balancing labour governance in global supply chains*

Anna Schneider and Julia Brandl  
*Handling the clash between production & consumption: A thick description of front-line service workers’ competencies in interactive service work*

Angela Dettori and Ernestina Giudici  
*Narratives: An intriguing way to involve workers, managers, consumers towards sustainability*
Exploring the Kaleidoscopic Nature of Branding

Convenors
Viviane Sergi, ESG UQAM, Canada; sergi.viviane@uqam.ca
Martin Kornberger, Copenhagen Business School, Denmark; mko.ioa@cbs.dk
Majken Schultz, Copenhagen Business School, Denmark; ms.ioa@cbs.dk

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Van Houtte

Branding and Organizational Identity
Chair: Martin Kornberger

Toni-Matti Karjalainen
*Meaning management in organizations through branding*
Discussant: Philipp Wegerer

Stephanie Russell and Matthew Brannan
*‘Getting the right people on the bus’: Recruitment and selection for the branded organization*
Discussants: Fernando Santos and Toni-Matti Karjalainen

Iain Munro and Philipp Wegerer
*Exploring the dynamics between corporate brands and employee’s identity work: A case study on the Austrian premium chocolatier Zotter*
Discussants: Stephanie Russell and Matthew Brannan

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, Van Houtte

Who are the Branding Actors?
Chair: Viviane Sergi

Monika Müller
*Internal branding and neo-normative control: The case of Ikea*
Discussants: Carys Egan-Wyer, Dan Kärreman, Bernadette Loacker and Kate Sullivan

Nada Endrissat, Dan Kärreman and Claus Noppeney
*The creative class in McJobs: Employer branding in the service industry*
Discussant: Monika Müller
Carys Egan-Wyer, Dan Kärreman, Bernadette Loacker and Kate Sullivan
‘Making up’ the branding occupation: Interfering discourses organizing branding work and worlds
Discussants: Nada Endrissat and Claus Noppeney

Session III
Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Green Section, Van Houtte

Branding and Strategy
Chair: Majken Schultz

Alkmini Gkritzali, Joseph Lampel and Caroline Wiertz
The birth of a story. How markets influence popular culture projections
Discussants: Ahmed Hegazy, Adelina Broadbrige and Jonathan Elms

Elen Riot, Cécile Chamaret and Emmanuelle Rigaud Lacresse
Murakami on the bag: Louis Vuitton, art and the commodity trap
Discussants: Alkmini Gkritzali, Joseph Lampel and Caroline Wiertz

Ahmed Hegazy, Adelina Broadbridge and Jonathan Elms
Consumer based brand equity in Egyptian banking sector, methodological aspects
Discussants: Elen Riot, Cécile Chamaret and Emmanuelle Rigaud Lacresse

Session IV
Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Van Houtte

Space/Place and Branding
Chair: Martin Kornberger

Andrea Lucarelli
The brand on the making: An analysis of the travelling of the Stockholm brand
Discussant: Karin Winroth

Johnny Boghossian
How regional collective identities facilitate market construction: Quebec national identity and the emergence of a market for ice cider
Discussant: Andrea Lucarelli

Karin Winroth
Inspired by cultural contexts – The scenery of brands
Discussant: Johnny Boghossian
Session V  
**Location**  
**Friday, July 5, 2013, 14:00–15:30**  
**CSC, 1st Floor, Green Section, Van Houtte**

**Questioning Branding**  
Chair: Majken Schultz

**Francesca Saraco**  
*Brands behaving badly: The exploitation of immaterial labour in online brand communities*  
Discussant: Virpi Sorsa

**Annika Skoglund, Daniel Nyberg and Christopher Wright**  
*In between and beyond: Green branding and the greening of brands*  
Discussant: Francesca Saraco

**Virpi Sorsa**  
*Do we have the courage? Strategy and branding during times of uncertainty*  
Discussants: Annika Skoglund, Daniel Nyberg and Christopher Wright

Session VI  
**Location**  
**Saturday, July 6, 2013, 09:00–10:30**  
**CSC, 1st Floor, Green Section, Van Houtte**

**Performing Branding and Social Media**  
Chair: Viviane Sergi

**Federica Caboni and Ernestina Giudici**  
*Social media: The silent communication revolution-affecting brand*  
Discussants: Lotta Häkkinen and Nina Kivinen

**Lotta Häkkinen and Nina Kivinen**  
*Between lifestyle bloggers, teenage angst and messy relationships – Performing brands through co-operative practices in media*  
Discussants: Federica Caboni and Ernestina Giudici

Session VII  
**Location**  
**Saturday, July 6, 2013, 11:00–12:30**  
**CSC, 1st Floor, Green Section, Van Houtte**

**Group Discussion**  
Chair: Viviane Sergi, Martin Kornberger and Majken Schultz
Strategic Learning in Practice: Understanding the Complexity of Organizational Learning

Convenors
Barbara Müller, Johannes Kepler University Linz, Austria; barbara.mueller@jku.at
Elena Antonacopoulou, University of Liverpool Management School, UK; e.antonacopoulou@liverpool.ac.uk
Wolfgang H. Güttel, Johannes Kepler University Linz, Austria; wolfgang.guettel@jku.at

Session I
Location
Thursday, July 4, 2013, 09:00–10:30
Decelles, 4th Floor, Section Sud, Magog

Introduction: Strategic Learning & Changing in Practice
Chair: Barbara Müller, Elena Antonacopoulou and Wolfgang H. Güttel

David Spicer, Sarah Dixon, Michael Mayer and Sue Richardson
Bridging strategy and organizational learning: A consideration of multiple environments
Discussants: Amalia Creus and Agustí Canals

Monique Goepel
Organizational usability as a dynamic capability – A case study
Discussants: Martina Eberl and Joakim Netz

Session II
Location
Thursday, July 4, 2013, 11:00–12:30
– Parallel Stream –
Decelles, 4th Floor, Section Nord, Mont-Laurier

Parallel Stream A
Organizational Learning & Unlearning
Chair: Barbara Müller

Cécile Godé and Isabelle Bouty
Turnover and coordination in extreme situations: Collective and organizational learning in a French air display squadron
Discussant: Annika Lorenz
Crispin Coombs, Donald Hislop, Julie Holland, Sara Bosley and Esmeranda Manful
The heterogeneity of individual unlearning: Managerial unlearning within the UK’s National Health Service
Discussant: Tânia Pereira Christopoulos

Victor Meyer Jr., Carlos Motta and Lucilaine Pascucci
Improvisation and learning in a complex setting: The case of the emergency room
Discussant: Nicole Sprafke

**Location**
Decelles, 4th Floor, Section Sud, Magog

**Parallel Stream B**
**Strategic Learning Architecture**
Chair: Wolfgang H. Güttel

Karin Link and Wolfgang H. Güttel
Managing learning paradoxes: Insights from the trade-off between arts and commerce
Discussants: Yumei Yang and Davide Secchi

Paola Perez-Aleman and Yuanyuan Wu
The stage-based strategic learning model in Canadian biotechnology firms
Discussant: Cornelis Vincent Heij

Sven Laudien and Jörg Freiling
From entrepreneurs to managers: Time-related transition in the process of new venture internationalization
Discussant: Charlotta Sirén

**Session III**
Thursday, July 4, 2013, 16:00–17:30
– Parallel Stream –

**Location**
Decelles, 4th Floor, Section Nord, Mont-Laurier

**Parallel Stream A**
**Sense-Making & Organizational Learning**
Chair: Elena Antonacopoulou

Marina Dantas de Figueiredo and Sergio Luis Seloti Jr.
Sensemaking and learning in practice: The case of transmission of practical know-how in a candy factory in southern Brazil
Discussants: Crispin Coombs and Donald Hislop
Annika Lorenz  
*Learning from experience in strategic decision making settings*  
Discussants: Victor Meyer Jr. and Carlos Motta

Barbara Müller  
*Let’s make sense. Understanding the complexity of learning and knowing practices to change organizations by analyzing an organization’s memory*  
Discussant: Paddy O’Toole

**Location**  
Decelles, 4th Floor, Section Sud, Magog

**Parallel Stream B**  
**Defensive Routines & Learning from Failure**  
Chair: Wolfgang H. Güttel

Thomas Roulet and Kristina Dahlin  
*Having learned a lot or having a lot to learn? Exploring heterogeneity in firm learning*  
Discussant: Christian Garaus

Mariacristina Bonti, Enrico Cori and Fabio Fraticelli  
*Overcoming inertia in innovation networks: Evidence from Italian SMEs*  
Discussant: Irina Koprax

Yumei Yang, Davide Secchi and Fabian Homberg  
*Investigating organizational defensive routines and organizational learning: A neglected issue*  
Discussant: Adriana Roseli Wünsch Takahashi

**Session IV**  
**Location**  
Friday, July 5, 2013, 09:00–10:30  
Decelles, 4th Floor, Section Sud, Magog

**Strategic Learning & Changing in Practice**  
Chair: Barbara Müller, Elena Antonacopoulou and Wolfgang H. Güttel

Patrick Cohendet, Chahira Mehouachi and Laurent Simon  
*Managing the interplays of exploration and exploitation through organic ambidexterity: Case of the video game industry*

Amalia Susana Creus and Agustí Canals  
*Learning in collaboration: Making sense of the ATLAS experiment at CERN through individuals’ perspective*
Tatjana Kazakova and Daniel Geiger
*Exploring strategic learning: Uncovering the essence of organizational heuristics*

Martina Eberl and Joakim Netz
*Muddling through alliances to portfolios: Learning systemic responsibility for collaboration-capabilities*

Group Discussion: Overview, Status quo & future directions

**Session V**

Friday, July 5, 2013, 14:00–15:30
– Parallel Stream –

**Location**
Decelles, 4th Floor, Section Nord, Mont-Laurier

**Parallel Stream A**
**Competence Development**
Chair: Barbara Müller

Adriana Roseli Wünsch Takahashi and André Fischer
*Towards an understanding of organizational learning processes in development of competences*
Discussant: Sergio Luis Seloti Jr.

Thomas Schumacher, Harald Tuckermann and Johannes Rüegg-Stürm
*“He’s been to a management development program, but he’ll calm down soon” – Management learning programs as strategic episodes*
Discussant: Monique Goepel

Nicole Sprafke
*Dynamic capabilities and job design: Applying employee empowerment to organizational renewal*
Discussant: Krista Pettit

**Location**
Decelles, 4th Floor, Section Sud, Magog

**Parallel Stream B**
**Strategic Learning**
Chair: Elena Antonacopoulou

Cornelis Vincent Heij, Henk W. Volberda and Frans A.J. van den Bosch
*How to leverage the impact of technological knowledge on product and service innovations: The complementary effect of management innovation*
Discussant: Nicole Bischof
Irina Koprax, Christian Garaus and Wolfgang H. Güttel
Fly on the wings of R&D: A dynamic perspective on organizational ambidexterity
Discussant: David Spicer

Simcha Jong and Enrico Forti
Strategic discipline in technology ventures
Discussant: Karin Link

Session VI
Saturday, July 6, 2013, 09:00–10:30
– Parallel Stream –

Location
Decelles, 4th Floor, Section Nord, Mont-Laurier

Parallel Stream A
Learning Transfer
Chair: Barbara Müller

Krista Pettit
Collective psychological ownership: An important latent contextual factor in knowledge transfer
Discussant: Cécile Godé

Paddy O’Toole
Sites of organizational learning? Demonstrators, university teaching laboratories and the double edge of collective memory
Discussants: Paola Perez-Aleman and Yuanyuan Wu

Tânia Pereira Christopoulos, Reinhold Steinbeck, Maria-Luisa Trindade Bestetti and Marlei Pozzebon
Learning as a negotiation process: Institutionalizing changes through innovation and participative practices
Discussants: Thomas Schumacher and Johannes Rüegg-Stürm

Location
Decelles, 4th Floor, Section Sud, Magog

Parallel Stream B
Strategic Change
Chair: Wolfgang H. Güttel

Ângela França Versiani, Ana Thereza Novaes Magalhães, Samir Lofti and Sérgio Fernando Loureiro Rezende
Strategy-making and organizational learning: How are they interrelated?
Discussants: Daniel Geiger and Tatjana Kazakova
Charlotta Sirén and Marko Kohtamäki
*Stretching to the limit: The non-linear interaction between strategic planning and strategic learning*
Discussants: Simcha Jong and Enrico Forti

Nicole Bischof
*Anchoring strategic change – Motivations and perspectives of involved actors*
Discussants: Fotini Pachidou and Stefan Häfliger

Session VII
Saturday, July 6, 2013, 11:00–12:30
Decelles, 4th Floor, Section Sud, Magog

Strategic Learning & Changing in Practice
Chair: Barbara Müller, Elena Antonacopoulou and Wolfgang H. Güttel

Christian Garaus
*How firms balance exploration and exploitation: The micro-mechanisms of organizational ambidexterity*
Discussants: Patrick Cohendet, Chahira Mehouachi and Laurent Simon

Fotini Pachidou, Stefan Häfliger and Georg von Krogh
*Instead of innovation: How user-embedded learning helps pharmaceutical firms succeed with augmented products*
Discussant: Sven M. Laudien
Temporary and Project-Based Organizing

Convenors
Brian Hobbs, University of Quebec at Montréal, Canada; hobbs.brian@uqam.ca
Karlos Artto, Aalto University, Helsinki, Finland; karlos.artto@aalto.fi
Jonas Söderlund, BI Norwegian Business School, Norway; jonas.soderlund@bi.no

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 4th Floor, Section Nord, Amos

Processes, Routines and Institutions
Chair: Tuomas Ahola

Joanna Karmowska, John Child and Philip James
A successful failure: The case of a temporary membership-based organization
Presenters: Johannes M. Lehner and Cäcilia Innreiter-Moser

Johannes M. Lehner and Cäcilia Innreiter-Moser
Collective bargaining as temporary organization:
The case of the Austrian “Sozialpartnerschaft”
Presenters: Leonore van den Ende and Alfons van Marrewijk

Leonore van den Ende and Alfons van Marrewijk
Transition rituals in construction megaprojects
Presenter: Joanna Karmowska

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 4th Floor, Section Nord, Amos

Careers and Learning
Chair: Brian Hobbs

Rik Ligthart, Niels Noorderhaven and Leon Oerlemans
Better understanding TO amnesia: A multi-process analysis of learning across temporary organizations
Presenters: Lynn Crawford and Beverley Lloyd-Walker

Lynn Crawford, Beverley Lloyd-Walker and Erica French
Career implications of multi-layered institutional settings
Presenter: Christophe Midler
Rémi Maniak and Christophe Midler  
*Concept driven projects*  
Presenter: Rik Ligthart  

### Session III  
**Thursday, July 4, 2013, 16:00–17:30**  
**Decelles, 4th Floor, Section Nord, Amos**  

#### Capabilities  
Chair: Thomas Lechler  

Stéphanie Missonier and Sabrina Loufrani-Fedida  
*Stakeholder analysis and engagement in IS projects: From stakeholder relational perspective to stakeholder relational and becoming ontology*  
Presenters: Serghei Floricel, Skander Ben Abdallah and Yvan Petit  

Serghei Floricel, Skander Ben Abdallah and Yvan Petit  
*Dynamic capabilities through the real options lens: Substantive processes and meta-processes in project-based organizations*  
Presenter: Maria Kapsali  

Maria Kapsali  
*Relational capabilities in projects*  
Presenters: Stéphanie Missonier and Sabrina Loufrani-Fedida  

### Session IV  
**Friday, July 5, 2013, 09:00–10:30**  
**Decelles, 4th Floor, Section Nord, Amos**  

#### Uncertainty  
Chair: Yvan Petit  

Roine Johansson  
*Uncertainty and temporal delimitation: The significance of temporary organization*  
Presenters: Geneviève Musca, Gilda Simoni and Sarah de Vogüé  

Agnar Johansen and Jan Alexander Langlo  
*Effects of long-term improvement efforts within project uncertainty management*  
Presenter: Roine Johansson
Geneviève Musca, Caroline Mellet, Gilda Simoni, Frédérique Sitri and Sarah de Vogüé
“Drop your boat!” A discursive study of an episode of project renewal. 
The case of the Darwin mountaineering expedition in Patagonia
Presenters: Agnar Johansen and Jan Alexander Langlo

Session V
Location
Friday, July 5, 2013, 14:00–15:30
Decelles, 4th Floor, Section Nord, Amos

Managing Creativity
Chair: Lynn Crawford

Joris J. Ebbers and Nachoem Wijnberg
Stuck in the middle? How role conflict and ambiguity facilitates mediation 
across faultlines
Presenters: Barbara Edington and Thomas G. Lechler

Barbara Edington and Thomas G. Lechler
Managing creativity efficiently: What could classic project management 
learn from filmmaking?
Presenter: Esther Maier

Oana Branzei and Esther Maier
Manufacturing illusions: Balancing creativity and control in large-scale 
collaborative creativity
Presenter: Joris J. Ebbers

Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
Decelles, 4th Floor, Section Nord, Amos

Typologies and Maturity Models
Chair: Christophe Midler

Christophe Bredillet, Stephane Tywoniak and Caroline Hatcher
Prolegomenon to the study of the concept of organizational maturity and 
maturity model in the context of temporary and project-based organizing: 
From black horse to white knight?
Presenter: Tuomas Ahola

Tuomas Ahola
A typology of inter-firm project networks
Presenter: Simon Bourdeau
Simon Bourdeau
An information system project team governance typology
Presenter: Christophe Bredillet

Session VII
Location

Saturday, July 6, 2013, 11:00–12:30
Decelles, 4th Floor, Section Nord, Amos

Managing Research and Drawing on Sociological Theories
Chair: Jonas Söderlund

Serghei Floricel, Viviane Sergi, Claudine Bonneau and Monique Aubry
Extending project management research: Insights from social theories
Presenter: Lise Gastoldi

Nicolas Battard and Christelle Robin
Understanding project as a nexus of convergences:
An enabler and a boundary spanner
Presenters: Serghei Floricel and Monique Aubry
Bridging Continents, Cultures & Worldviews | 29th EGOS Colloquium | Montréal 2013

Sub-theme 39

Bridging Time: Exploring the Dynamics of Routines and Path Dependence

Convenors
Georg Schreyögg, Freie Universität Berlin, Germany; georg.schreyoegg@fu-berlin.de
Martha S. Feldman, University of California, Irvine, USA; feldmanm@uci.edu
Jörg Sydow, Freie Universität Berlin, Germany; joerg.sydow@fu-berlin.de

Session I Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Blue Section, Banque CIBC

Temporality of Routines
Chair: Jörg Sydow

Martha S. Feldman, Monica Worline, Natalie Baker and Victoria Lowerson
*Routines, disruption and the temporalities of continuity*
Discussant: Alessandro Narduzzo

Anu Valtonen, Aki-Mauri Huhtinen and Soili Paananen
“Death will settle your sleep debts”: *Routines of sleep and rest in cadets’ winter training camp*
Discussants: Jochen Koch, Natalie Senf, Wasko Rothmann

Paul W. Chan and Santi Jintamanaskoon
*Bridging over troubled times: Re-assessing the routine reforming of the British Railway industry*
Discussant: Mark Zbaracki

Session II Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Blue Section, Banque CIBC

Routine Interactions
Chair: Martha S. Feldman

Waldemar Kremser and Georg Schreyögg
*Interrelated routines: Exploring the effects of complementarities on routine dynamization*
Discussants: Kent D. Miller, Peter Synder
Fleur Deken, Paul Carlile, Hans Berends and Kristina Lauche
*How routines afford and constrain the generation of novelty*
Discussant: Reut Livne-Tarandach

Anja Schröder and Daniel Geiger
*The stability paradox of organizational routines: Enacting routines in hot situations*
Discussant: Scott F. Turner

**Session III**
**Thursday, July 4, 2013, 16:00–17:30**
**CSC, 1st Floor, Blue Section, Banque CIBC**

**Ecologies of Routines**
Chair: Georg Schreyögg

Curtis LeBaron, Marlys Christianson, Lyndon Garrett, Michael Cohen and Roy Ilan
*Co-authored accomplishment of a routine enacts variety while maintaining pattern*
Discussant: Isabelle Royer

Kathleen Pine
*The choreography of organizational routines: Exploring physical and temporal dimensions of labor & delivery nursing work*
Discussant: Luciana D’Adderio

Mark J. Zbaracki and Mark Bergen
*Performing pricing: Managing persistence and change in pricing routines*
Discussant: Jeffrey S. Petty

**Session IV**
**Friday, July 5, 2013, 09:00–10:30**
**– Parallel Stream –**
**CSC, 1st Floor, Blue Section, Banque CIBC**

**Parallel Stream A**
**Routines in Context**
Chair: Georg Schreyögg

Jeffrey S. Petty, Marc Gruber and Dietmar Harhoff
*The context-dependence of organizational routines: An empirical analysis of venture capital investment decisions*
Discussant: Waldemar Kremser
Sub-theme 39

Scott F. Turner
*The temporal dimension of routines and their outcomes: Exploring the role of time in the capabilities and practice perspectives*
Discussant: Juan López-Cotarelo

Sabine Spittler, Erik Strauss and Juergen Weber
*Interrelated organizational routines: The role of inter-dynamics for endogenous change*
Discussant: Stéphane Guérard

Hendrik Wilhelm, Indre Maurer and Maren Schlömer
*Exploring change in operating routines*
Discussants: Thomas Schmidt, Timo Braun

Location
CSC, 1st Floor, 1st Floor, Green Section, Demers Beaulne

Parallel Stream B
Stability, Continuity and Change in Routines – Part 1
Chair: Martha S. Feldman

Kent Miller and Peter Snyder
*Stability and change in organizational routines: Integrating practices research*
Discussants: Fleur Deken et al.

Patrick Cohendet and Laurent Simon
*Always playable: Bissociating routines for creative efficiency. A case of project-hacking at Montreal Ubisoft’s video game development studio*
Discussant: Matthias Wenzel

Simon Grand
*Organizing for recurrent creation at the edge: The managerial enactment of routines and artifacts in haute couture textiles*
Discussant: Cathy Krohmer

Alessandro Narduzzo and Gianni Lorenzoni
*What counterbalances the amplifying path-dependence of routinization*
Discussants: Peter T. Bryant et al.
**Session V**

*Friday, July 5, 2013, 14:00–15:30*

-- **Parallel Stream** --

**Location**

CSC, 1st Floor, Blue Section, Banque CIBC

**Parallel Stream A**

**Stability, Continuity and Change in Routines – Part 2**

Chair: Jörg Sydow

Thomas Schmidt and Timo Braun

*Stability in coordinating alliances: Why even SAP couldn’t unlock interorganizational path dependence*

Discussants: Hendrik Wilhelm et al.

Stéphane Guérard, Katharina Dittrich and David Seidl

*Embedding routines in resources: How context influences the persistence and change of routines*

Discussant: Gwyneth Edwards

Cathy Krohmer and Johanna Habib

*Routine disturbed, change blocked: Two case studies from a French hospital*

Discussant: Anu Valtonen

Reut Livne-Tarandach

*Bringing the past forward: How and why change initiatives re-emerge?*

Discussants: Paul W. Chan et al.

**Location**

CSC, 1st Floor, 1st Floor, Green Section, Demers Beaulne

**Parallel Stream B**

**Cognition and Routines**

Chair: Georg Schreyögg

Tobias Heller and Heiko Breitsohl

*Cognitive underpinnings of organizational path dependence: A dual process framework*

Discussant: Sabine Spittler
Gwyneth Edwards
*The influence of CEO narratives in organizational path dependence*
Discussant: Simon Grand

Matthias Wenzel
*Path dependence and self-expectations: How the funeral industry buries itself*
Discussants: Dariusz Osowski, Jan Lindvall

Peter T. Bryant, Nathalie Lazaric and Moustapha Niang
*Routine resistance: How transactive autobiographical memory constrains organizational change*
Discussant: Kathleen Pine

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**Session VI**
**Saturday, July 6, 2013, 09:00–10:30**
**CSC, 1st Floor, Blue Section, Banque CIBC**

**Artifacts, Sociomateriality and Routines – Part 1**
Chair: Martha S. Feldman

Luciana D’Adderio
*To change or copy exactly? When replication gives way to innovation in a complex case of routines transfer*
Discussant: Paola Perez-Aleman

Juan López-Cotarelo
*A ‘flat’ model of organisational routines: Examining variation and repetition across space and over time*
Discussants: Martha S. Feldman et al.

Jochen Koch, Natalie Senf and Wasko Rothmann
*Exploring the role of artifacts in routine dynamics*
Discussants: Curtis LeBaron et al.
Session VII  
Location

Saturday, July 6, 2013, 11:00–12:30  
CSC, 1st Floor, Blue Section, Banque CIBC

**Artifacts, Sociomateriality and Routines – Part 2**  
Chair: Jörg Sydow

**Dariusz Osowski and Jan Lindvall**  
*Determinacy and freedom in IT-embedded routines – IT artifacts, routines and emotions as the utterance of path dependency*  
Discussant: Tobias Heller

**Isabelle Royer and Alexandre Daniel**  
*Departure of performative from ostensive aspects of routine as source of artifacts persistence and organizational change: The case of a disciplinary sanction routine*  
Discussant: Laurent Simon

**Paola Perez-Aleman**  
*Disruption and coordination: Changing practices to create a new order*  
Discussants: Anja Schröder, Daniel Geiger

Papers presentations followed by a short conclusion
Affect at Work:
Psychosocial Approaches to Organizations and Organizing

Convenors
Marianna Fotaki, Manchester Business School, The University of Manchester, UK; marianna.fotaki@mbs.ac.uk
Kate Kenny, NUI Galway, Ireland; kkenny@cantab.net
Steen Visholm, Roskilde University, Denmark; svisholm@ruc.dk

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Gérard-Parizeau

Opening session, followed by:
Affect and the Emotions in Organizations
Chair: Marianna Fotaki, Steen Visholm and Kate Kenny

Arash Amirkhany
Emotion work and institutional entrepreneurship

Fernando Vieira, João Batista Ferreira, Ana Magnólia Mendes and Leticia Ramos
Affectivity at work: Interfaces between managerialist ideology and human suffering in modern organizations, according to the psychodynamics approach of work

Session II
Thursday, July 4, 2013, 11:00–12:30
– Parallel Stream –

Location
CSC, 1st Floor, Green Section, Dutailier International

Parallel Stream A
Affect and the Emotions in Organizations
Chair: Kate Kenny

Sari Mattila
“I feel my organisation”: Frustration and engagement in psychosocial ‘reality’ of organisations
Carolina Bouten Pinto and Stacey Kent
Ahh… She’ll be all right, mate! Or will he be all right…? Examining men targeted by female workplace social manipulation within the Australian context from an interpretivist paradigm

Séamas Kelly, Camilla Noonan and Simeon Vidlov
Re-enchanting collaborative work: Collaboration as affective relational engagement

Location
CSC, 1st Floor, Green Section, Gérard-Parizeau

Parallel Stream B
Affect and the Emotions in Organizations
Chair: Steen Visholm

Annemette L. Kjærgaard
Management of emotions in the workplace: A study of mindfulness

Amanda Peticca-Harris
What’s love got to do with it? The experience of a workplace crush

Alessandro Vinicius de Paula, Ana Alice Vilas Boas, Ximena Christina Carvalho Oliveira, Júlia de Moura Martins Guimarães, Estelle M. Morin and Mônica Carvalho Alves Cappelle
Investigating the psychosocial factors involved in the process of work absenteeism: An analysis of a Brazilian context

Session III Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Green Section, Gérard-Parizeau

Affects in Psychoanalysis and Social Theory
Chair: Steen Visholm

Sharon Mason
Bridging the discourses of power and psychoanalysis

Carl Rhodes and Alison Pullen
Affect, the body and an ethics of love in organizations
Session IV

Friday, July 5, 2013, 09:00–10:30
– Parallel Stream –

Location
CSC, 1st Floor, Green Section, Dutailier International

Parallel Stream A
Affects in Psychoanalysis and Social Theory
Chair: Kate Kenny

Jean-Luc Castro, Mohamed Merdji and Mickaël Naulleau
Affective resistance to the destruction of autonomy at work:
A study of a similar reorganization process after a time lapse of 15 years

Sylvie Guerrero and Mickaël Naulleau
From the shadow of affects to the light of desire: A longitudinal study
of French managers’ mourning process

Maud Perrier
Conflict as ethical affect: Feminist academics in the ‘new’ university

Location
CSC, 1st Floor, Green Section, Gérard-Parizeau

Parallel Stream B
Affect and the Emotions in Organizations
Chair: Marianna Fotaki

Josiane de Oliveira, Eduardo Davel and Neusa R. Cavedon
Creative emotions: Emotional practice driving creativity and organizing

Mona Mustafa
Affective responses and implications: Home-based workers and their
relationships with family and friends

Didem Derya Özdemir
‘The Show’ in the restaurant: Affective economy and staging gender
in the culinary sector
Session V

Location

Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Green Section, Gérard-Parizeau

Midway Reflection and Paper Presentation
Chair: Marianna Fotaki, Steen Visholm and Kate Kenny

Denise Brend, Ellen Ramvi, Kjetil Moen and Linda Davies
Emotional effects of relational work – A psycho-social perspective

Session VI

Location

Saturday, July 6, 2013, 09:00–10:30
– Parallel Stream –

CSC, 1st Floor, Green Section, Dutailier International

Parallel Stream A

Affect: Psychosocial and Psychodynamic Approaches
Chair: Steen Visholm

Eda Ulus
Analysis of trauma and gender in an Indian workplace

Ajeet N. Mathur
Emotional submergence of protest: A triumph of strategy or catastrophic risk magnification?

Ishan Jalan
The ‘dark side’ of affect: The case of envy in organizational life

Parallel Stream B

Affect: Psychosocial and Psychodynamic Approaches
Chair: Marianna Fotaki

Helen Haugh and Kate Kenny
Identification and social enterprise: Affective attachments to past, present and future

Sammy Toyoki, Rasmus Johnsen and Sammy Toyoki
Chronopathic feelings
Session VII
Location

Saturday, July 6, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, Gérard-Parizeau

Paper Presentations and Closing Session
Chair: Marianna Fotaki, Steen Visholm and Kate Kenny

Aris Komporozos-Athanasiou and Marianna Fotaki
Imagination as a cornerstone of creativity in organizations: Introducing insights from the radical ontology of Cornelius Castoriadis

Se Joon Yoon, Kyung Wook Yang, Heeun Jang and Yeon Joo Chae
Bringing the actors back in: Two personal strategies of emotional labor and their human consequences
Embodying Leadership with Ethics in Mind

Convenors
Alison Pullen, Swansea University, UK; a.pullen@swansea.ac.uk
Pasi Ahonen, Swansea University, UK; p.m.ahonen@swansea.ac.uk
Suzanne Gagnon, McGill University, Canada;
suzanne.gagnon@mcgill.ca

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 3rd Floor, Green Section, Paris

Embodied Ethics for Leadership Thought
Chair: Alison Pullen

Mollie Painter-Morland
Leaking bodies, leading beyond containment

Mary Phillips
The ethics of leadership, eroticism and abjection:
Star Trek and the Borg Queen

Introduction to the sub-theme by Pasi Ahonen, Suzanne Gagnon
and Alison Pullen

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 3rd Floor, Green Section, Paris

Representations of Leadership
Chair: Suzanne Gagnon

Pasi Ahonen
Imagined bodies: Reflections on leadership and embodiment
of globalization

Leena Wikmalm
Leadership as invitations to particular social realities: A study on leadership
in knowledge intensive work

Helena Liu
Embodying ethics: The visual representation of banking CEOs
Session III

Thursday, July 4, 2013, 16:00–17:30
CSC, 3rd Floor, Green Section, Paris

Organizational Neuroscience:
Challenges for the Study of Leadership
Chair: Pasi Ahonen

Mike Zundel and Dirk Lindebaum
Organizational neuroscience: Challenges for the study of leadership

A Symposium and Panel discussion organized by Dirk Lindebaum and Mike Zundel.

Presenters:
Ann Cunliffe and Christine Coupland: Leadership, learning and moral responsibility
David Wastell and Sue White: The pseudoscience of neuroscience: Some inconvenient truths
Graham Sewell: Minds, metaphors, & bodies: Getting from embodied leadership to embedded leadership and back

Session IV

Friday, July 5, 2013, 09:00–10:30
CSC, 3rd Floor, Green Section, Paris

Practices of Leadership
Chair: Suzanne Gagnon

Amanda Peticca-Harris, Nadia de Gama and Steve McKenna
HR has no face: A Levinasian analysis of human resource management in Canada

Perttu Salovaara
Studying leadership as an embodied phenomenon: The fieldpath method

Janet Johansson
Becoming healthy organization leaders: An embodied manifestation of masculine leadership identity
Session V  
Location  
Friday, July 5, 2013, 14:00–15:30  
CSC, 3rd Floor, Green Section, Paris

Ethical Others in Leadership Research  
Chair: Alison Pullen

Rajesh Chandwani, Vasanthi Srinivasan, Mithileshwar Jha and V. Nagadevara
Leadership for social enterprises: Moving beyond socially responsible leadership through Indian philosophical perspective

Diane Girard
Concern for others: Ethical leadership beyond the cognitive realm

Deryk Stec
Coaching: The rythm and styles displayed within a fashionable form of leading

Session VI  
Location  
Saturday, July 6, 2013, 09:00–10:30  
CSC, 3rd Floor, Green Section, Paris

The Performance of Embodied Leadership  
Chair: Pasi Ahonen

Dagmar Abfalter
“When the pug with the sausage over the gutter jumps“ – Humor and ethics at the Vienna New Year’s concert. An aesthetic leadership approach

Marie-Noelle Albert and Michel Fortier
Persons management to foster morality in embodied leadership

Christa Amhøj, Thorbjørn Kristiansen and Dorte Mondrup
Embodying leadership as a capability to shake the habitual and to vision the potential welfare. Choreography of a dance with the abstract
Sub-theme 41

Session VII
Location

Saturday, July 6, 2013, 11:00–12:30
CSC, 3rd Floor, Green Section, Paris

Embodyment, Aesthetics and Leadership
Chair: Alison Pullen

Jackie Ford and Nancy Harding
*Embodied selves and the aesthetics of leadership*

Hilkka Poutanen and Tuija Lämsä
*Ethical minding and bodily knowing of good leadership*

Harinder Chhina and Steven Murphy
*The ‘visible’ leader: The role of gender, ethnicity, and cognition in embodied leadership*

Wrap-up of the sub-theme by Pasi Ahonen, Suzanne Gagnon and Alison Pullen
The Communicative Constitution of Organizations: Organizations as Precarious Accomplishments

**Convenors**
Dennis Schoeneborn, University of Zurich, Switzerland; dennis.schoeneborn@uzh.ch
François Cooren, Université de Montréal, Canada; f.cooren@umontreal.ca
Timothy R. Kuhn, University of Colorado at Boulder, USA; tim.kuhn@colorado.edu

**Session I**
**Location**
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, CPA du Québec

**Inter-O rganizational Settings**
Chair: Dennis Schoeneborn
Discussant: Gail Fairhurst

Daniel Robichaud, Chantal Benoit-Barné and Valérie Boudreau
*Organizing for road safety: A case study in the communicative achievement of inter-organizational collaboration*

Amanda J. Porter
*Authoritative texts as boundary devices: The case of the climate change debate in the Netherlands*

**Session II**
**Location**
Thursday, July 4, 2013, 11:00–12:30
– Parallel Stream –
CSC, 1st Floor, Blue Section, Cogeco

**Parallel Stream A**
**Multiple Levels & Meetings**
Chair: Tim Kuhn
Discussant: Michael Etter

Fabian Hattke
*Universities as networks of communication episodes – The composition of membership, structure, activity, and organizational boundary as multi-level phenomenon*
Christoph Haug
*Consensus decision-making in meetings as an interactive accomplishment: Silence without silencing?*

Martin Duffy and Brendan O’Rourke
*Systemic contribution of organizational meetings to enhanced collective mind[ing]*

**Location**
CSC, 1st Floor, Green Section, CPA du Québec

**Parallel Stream B**

**Emergence & Entrepreneurship**
Chair: Dennis Schoeneborn
Discussant: Alex Wright

Cristian Zilibberberg and Klaus Weber
*Talking out an organization: Communication creating organizations*

David Novak
*Material agency: A critical look at the communicative construction of boundary-spanning democracy*

Steffen Blaschke
*Failure to organize: The incoherence of communication in J.J. Abrams’ LOST*

**Session III Thursday, July 4, 2013, 16:00–17:30 – Parallel Stream –**

**Location**
CSC, 1st Floor, Blue Section, Cogeco

**Parallel Stream A**

**Identity Construction**
Chair: François Cooren
Discussant: Steffen Blaschke

Anne Marie Lohuis and Mark van Vuuren
*The substance of a team: Identity construction through the reminiscence of a team’s history*

Salla-Maaria Laaksonen and Merja Porttikivi
*Entries as boundary objects: Collaborative constitution of Finnish corporations in Wikipedia*
Ella Lillqvist
“Nerdfighters, don’t forget to be awesome!” Forming an organization through identity construction on YouTube

**Location**
CSC, 1st Floor, Green Section, CPA du Québec

**Parallel Stream B**

**Authority & Property**
Chair: Tim Kuhn
Discussant: Consuelo Vasquez

Nicolas Bencherki
*The conversational performance of property: Or, how organizations act*

William Barley
*Acknowledging specialized work: A coalitional approach to collaboration*

Emmanuel Wathelet
*Leading authorities and emerging authorship in network organizations: The case of Wikipedia*

**Session IV**
Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, CPA du Québec

**Special Feature: Three Schools of CCO Thinking**
Chair: François Cooren
Discussant: Linda Putnam

Mathew Sheep, Gail Fairhurst, Elaine Hollensbe and Glen Kreiner
*Observing autopoiesis: A categorization approach to CCO in the Episcopal Church*

Robert McPhee and Heather E. Canary
*Distanciation and organizational constitution*

Consuelo Vásquez and James R. Taylor
*Imbricated space-times: Storying the we through the here and now*
Session V  
Friday, July 5, 2013, 14:00–15:30
– Parallel Stream –

Location  
CSC, 1st Floor, Blue Section, Cogeco

Parallel Stream A  
Memory & Routines
Chair: Tim Kuhn
Discussant: Nicolas Bencherki

Alex Wright
Organizational routines as communicative constitutions: A reanalysis of Hindmarsh and Pilnick

Felix Langenmayr
A communication-centered perspective on memory and control in organizations: A field study

Jody Jahn
Communicating for high reliability: How wildland firefighting workgroups employ safety knowledge

Parallel Stream B  
Crisis Communication & Social Media
Chair: Dennis Schoeneborn
Discussant: Klaus Weber

Oana Albu and Michael Etter
Organizational identity and new media technologies: The performative effects of the #Hashtag

Finn Frandsen, Winni Johansen, Anne Kankaanranta and Leena Louhiala-Salminen
Endings and beginnings of an airline company: Change and crisis communication constituting organizations

Hannah Trittin
How to weather for a “shitstorm”: Corporate social media communication from a constitutive perspective
Session VI  
Saturday, July 6, 2013, 09:00–10:30  
– Parallel Stream –

Location  
CSC, 1st Floor, Blue Section, Cogeco

Parallel Stream A  
Strategic Communication & Change  
Chair: François Cooren  
Discussant: Mark van Vuuren

Nicolas Arnaud, Colleen E. Mills and Céline Legrand  
*Liberation through narrativity: A case of organization reconstruction through strategic storytelling*

Stephanie Fox  
*Interprofessional practice as knowing together and its communicative constitution*

Minna Mars Logemann  
*Making sense of strategy: Strategic change constituted in a managerial narrative*

Location  
CSC, 1st Floor, Green Section, CPA du Québec

Parallel Stream B  
Myths & Legitimacy  
Chair: Dennis Schoeneborn  
Discussant: Amanda Porter

Laura Illia Manzan, Stefania Romenti, Grazia Murtarelli, Belen Rodriguez Canovas and Craig Carroll  
*Exploring a communicative constituted dialogue in corporate social responsibility*

Anna Morgan-Thomas and A. Rebecca Reuber  
*Communication practices and value coalescence on the websites of organizations trading human tissue*

Maxim Ganzin and Roy Suddaby  
*Organizational myths as a type of communication that constitutes organizations*
Sub-theme 42

Session VII

Location  
Saturday, July 6, 2013, 11:00–12:30  
CSC, 1st Floor, Green Section, CPA du Québec

Conclusion & Outlook

Chair: Tim Kuhn

Panel discussion with special guests: Jim Taylor, Linda Putnam, and others

Welcome cocktail

The Department of Communication and the Research Group on Language Organization and Governance (LOG) of the Université de Montréal invite the sub-theme 42 participants to a welcome cocktail. This social event will also mark the release of its new collection of essays, *Organizing and Organization. Materiality, Agency and Discourse*. The cocktail will be served in the Atrium of the Côte-Ste-Catherine (CSC) Building on Thursday, July 4, 2013, 18:00–19:30.
The Power of Language(s):
A Linguistic Perspective on Organizational Realities

Convenors
Martyna Śliwa, Newcastle University Business School, UK; masliwa@essex.ac.uk
Wilhelm Barner-Rasmussen, Hanken School of Economics, Finland; wilhelm.barner-rasmussen@hanken.fi
Marjana Johansson, Essex University Business School, UK; mjohana@essex.ac.uk

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Salle Marie-Husny

Bourdieu, Language and Organisation
Chair: Martyna Śliwa

Ron Kerr and Sarah Robinson
Language and symbolic power in changing social fields: English as a vehicle for neoliberalism in UK-funded development projects in the 1990s
Discussants: Monika Müller and Christian Huber

Lilian Alfaia Monteiro and Alketa Peci
Linguistic capital and power relations in the field of Brazilian organizational studies
Discussants: Sarah Robinson and Ron Kerr

Martin Messner, Monika Müller and Christian Huber
‘It changes everything’: Ikea and the powerful influence of one single word
Discussant: Lilian Alfaia Monteiro

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, Salle Marie-Husny

Voices and Practices in/of Translation I
Chair: Martyna Śliwa

Sylwia Ciuk and Philip James
Found in translation: Carving out spaces for local agency in a Polish subsidiary of an American MNC
Discussant: Michal Izak
Gareth Edwards, Doris Schedlitzki and Gethin While
*Leadership and the Welsh language*
Discussant: Sylwia Ciuk

Michal Izak
*Managing carnival: Translating the translation into monologue in a bureaucratic institutional framework*
Discussant: Gareth Edwards

Session III

**Thursday, July 4, 2013, 16:00–17:30**
*CSC, 1st Floor, Green Section, Salle Marie-Husny*

**Voices and Practices in/of Translation II**
*Chair: Marjana Johansson*

Jaana Kettunen
*Application of translated standards in the production of the financial statements for a multilingual audience*
Discussant: Doris Schedlitzki

Edyta Kostanek
*Translation of organizational practices in multinational corporations. A case of HR ‘magic potions’ mixed up in Polish context*
Discussant: Jaana Kettunen

Doris Schedlitzki, Pasi Ahonen, Gareth Edwards, Hugo Gaggiotti and Paresh Wankhade
*Leadership and language: A research agenda*
Discussant: Edyta Kostanek

Session IV

**Friday, July 5, 2013, 09:00–10:30**
*CSC, 1st Floor, Green Section, Salle Marie-Husny*

**Enacting Multilingual Realities I**
*Chair: Marjana Johansson*

Maddy Janssens and Chris Steyaert
*Re-considering language from a cosmopolitan understanding: Towards a multilingua franca approach in MNCs*
Discussant: Hélène Langinier
Nathalie Aichhorn
*Bridging the language gap in MNCs*
Discussant: Maddy Janssens

Hélène Langinier and Sabine Ehrhart
*Managing language diversity in the multilingual workplaces: The specific case of Luxembourg*
Discussant: Nathalie Aichhorn

**Session V**
**Location**
Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Green Section, Salle Marie-Husny

*Enacting Multilingual Realities II*
Chair: Wilhelm Barner-Rasmussen

Jane Kassis, Philippe Lecomte, Linda Cohen and Betty Beeler
*Managing the power of linguistic diversity as a strategic asset in multinational companies*
Discussant: Claudine Gaibrois

Jérôme Saulière
*Organizational language boundaries and the dynamics of language change: Three case studies in a French MNC*
Discussant: Jane Kassis

Claudine Gaibrois
*“Battlefields” and “barriers”, “common terrain” and “paved ways”: Repertoires on (a)symmetries related to language use and choice in multilingual organizations*
Discussant: Jérôme Saulière
Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Salle Marie-Husny

Discourse, Language and Power
Chair: Wilhelm Barner-Rasmussen

Christian Lechner and Simone Guercini
From absorptive capacity to competence attrition: A linguistic-based theory on external knowledge acquisition
Discussant: Mairi Maclean

Charles Harvey and Mairi Maclean
Understanding the philanthropic journey: A narrative approach
Discussant: Simone Guercini

Session VII
Saturday, July 6, 2013, 11:00–12:30

Cancelled
Advancing the Institutional Logics Perspective

Convenors
William Ocasio, Kellogg School of Management, Northwestern University, USA; wocasio@kellogg.northwestern.edu
Marie-Laure Djelic, ESSEC Business School, France; djelic@essec.fr
Patricia H. Thornton, Fuqua School of Business, Duke University, USA; thornton@duke.edu

Session I
Thursday, July 4, 2013, 09:00–10:30
Jean-Brillant, B-4331

Crossing Institutional Boundaries
Chair: Patricia H. Thornton

Thibault Daudigeos, Amélie Boutinot and Stéphane Jaumier
*Anchoring the interactions of institutional logics into the interinstitutional system. Composition rules of workplace safety logics in the french construction industry, 1903–2011*

Josh Keller, Sze-Sze Wong and Shyhnan Liou
*Crossing the boundaries of scientific and commercial logics: Network diversity and categorization congruence*

Nicolas Battard, Paul Donnelly and Vincent Mangematin
*Understanding the emergence of new institutional logics: A boundary story*

Session II
Thursday, July 4, 2013, 11:00–12:30
– Parallel Stream –
Jean-Brillant, B-4331

Parallel Stream A
Crossing National Boundaries
Chair: Marie-Laure Djelic

Isabelle Bouty, Marie-Léandre Gomez and Carole Drucker-Godard
*Institutional logic and transnational expansion: Michelin in haute cuisine around the world*
Robson Rocha and Duncan Wigan  
*Actors and institutional logics: Deploying differential temporality and mobility*

Tiina Ritvala and M. Tina Dacin  
*Migrating logics: The case of translation across context*

**Location**  
Jean-Brillant, B-4340

**Parallel Stream B**  
**Hybrid Logics**  
Chair: Michel Lander

Matthew Lee and Julie Battilana  
*How the zebra got its stripes: Imprinting of individuals and hybrid social ventures*

Anne-Claire Pache and Filipe Santos  
*Embedded in hybrid contexts: How individuals in organizations respond to competing institutional logics*

Sarah Poranzke  
*Arranging conflicting institutional logics – The case of clinical directors*

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**Session III**  
Thursday, July 4, 2013, 16:00–17:30  
– Parallel Stream –

**Location**  
Jean-Brillant, B-4331

**Parallel Stream A**  
**Institutional Complexity**  
Chair: Joseph Lampel

Andrea Herrmann, Marko Hekkert and Neil Aaron Thompson  
*Navigating complexity: New organizational form creation through entrepreneurial assemblage*

Quy Nguyen Huy, Zhixing Xiao and Yidi Guo  
*How middle managers in China state-owned enterprises juggle three institutional logics*

Tommaso Ramus, Antonino Vaccaro and Pascual Berrone  
*Facing legitimacy threats in complex institutional environments: The role of symbolic and substantive actions*
Location  
Jean-Brillant, B-4340

Parallel Stream B  
**Power and Institutional Logics**  
Chair: Marc Schneiberg

Yanfei Hu  
*Managing power dependency at the edge of contested logics: Tactics and mechanisms*

Rangapriya Kannan-Narasimhan and Barbara Lawrence  
*Enacting macro institutional logics in early stage innovations: A process model*

Rachida Aïssaoui and John M. Amis  
*Power and institutional logics in institutional change*

Session IV  
Friday, July 5, 2013, 09:00–10:30

– Parallel Stream –

Location  
Jean-Brillant, B-4331

Parallel Stream A  
**Challenging the Market Logic**  
Chair: William Ocasio

Marc Schneiberg  
*Institutional heterogeneity, multiple logics and economic performance in financial markets: Possibilities for upgrading and reform*

Klaus Heine and Kateryna Grabovets  
*The logic of law and economics meets organizational studies – The case of organizational wrongdoing*

Elia Giovacchini  
*The logic nexus: The bridge in firm-online community collaborations*

Location  
Jean-Brillant, B-4340

Parallel Stream B  
**Logics in Non-market Contexts**  
Chair: Anne-Claire Pache

Rebecka Arman, Roy Liff and Ewa Wikström  
*The hierarchization of competing logics in psychiatric care in Sweden*
Fridolin Bossard and Kuno Schedler
*Multi-rational management of organizations under conditions of institutional complexity – The case of special needs schools in Switzerland*

**Session V**
**Friday, July 5, 2013, 14:00–15:30**
– Parallel Stream –

**Location**
Jean-Brillant, B-4331

**Parallel Stream A**
**Logics and the Inter-institutional System**
Chair: Patricia H. Thornton

Joseph Lampel, Ajay Bhalla and Kavil Ramachandran
*The family firm as an inter-institutional system: New venture creation in Indian family firms*

Elina Meliou and Tim Edwards
*Bringing society and agency back into leadership studies: Institutional complexity, reflexivity and the critical study of leadership*

Hitoshi Iwashita
*Complexity and coexisting logics: Family, religion, and market in a Japanese multinational enterprise*

S. Ramakrishna Velamuri and Li Yan
*Reconciling different institutional logics in public sector organizations*

**Location**
Jean-Brillant, B-4340

**Parallel Stream B**
**New Perspectives on Institutional Logics**
Chair: Marie-Laure Djelic

Natalia Bobadilla and Patrick Gilbert
*Managing scientific and technical experts tensions between institutional logics and orders of worth*

Roberto Ferrari
*Time after time: A slow motion analysis of institutional logics influence*

Alice Friser and Corinne Gendron
*Institutional logics. Quebec politicians’ social representations and ecological modernization*
Session VI  
Saturday, July 6, 2013, 09:00–10:30  
– Parallel Stream –  

Location  
Jean-Brillant, B-4331  

Parallel Stream A  
Language, Meaning, and Institutional Practices  
Chair: Thibault Daudigeos  

Kathia Serrano-Velarde  
*The way we ask for money. The changing logics of grant writing in German academia (1975–2005)*  

Sally Davenport, Urs Daellenbach, Shirley Leitch, Judith Motion and Richard Hatfield  
*Niche business, niche nation? Bridging organizational and national institutional logics with ambiguity*  

Luca Pareschi and Edoardo Mollona  
*Variable discourse alliances in framing contested issues: The demise of state steel in Italy*  

Location  
Jean-Brillant, B-4340  

Parallel Stream B  
Institutional Logics and Innovation  
Chair: Nicolas Battard  

Patrick L. Lê and Michel W. Lander  
*Why does Clark Kent tweet? The impact of boundary crossing on professional norms*  

Sara Marquez Gallardo  
*The role of the maverick publishers as the cultural entrepreneurs of the new digital paradigm*  

Isam Faik  
*Asymmetries in the emergence of new institutional logics: The case for conceptualizing techno-logics*
Session VII

Location

Saturday, July 6, 2013, 11:00–12:30
Jean-Brillant, B-4331

Group Discussion
Chair: William Ocasio

Panelists: Marc Schneiberg, Tina Dacin, Patricia Thornton and Marie-Laure Djelic
Pluralism and Patterns in Institutional Trajectories

Convenors
Robert David, McGill University, Canada; robert.david@mcgill.ca
Pamela Tolbert, Cornell University, USA; pam.tolbert@cornell.edu
Paul Tracey, Judge Business School, University of Cambridge, UK; p.tracey@jbs.cam.ac.uk

Authors will be discussants for the paper immediately following theirs, with the authors of the last paper discussing the first (co-authors, if present, are encouraged to fill the discussant role).

Session I
Thursday, July 4, 2013, 09:00–10:30
Jean-Brillant, B-4311

Temporality and Institutional Trajectories
Chair: Pamela Tolbert

David Chandler
Einstein’s four dimensions: Diachronically and synchronically situated institutions

Sungyong Chang, Ivana Katic and Eric Abrahamson
Institutional transience and fashion persistence: Outlines of an evolutionary theory of fashions and institutions

Session II
Thursday, July 4, 2013, 11:00–12:30
Jean-Brillant, B-4311

Contestation and Institutional Trajectories
Chair: Robert David

Markus Helfen
The contested institutionalization of precariousness: The legalization of private employment agencies and temporary agency work in Germany

Ben Wempe and Frank Wijen
Continuous quarrels: Institutionalization in essentially contested fields

Edward J. Carberry and Edward J. Zajac
Managerial power in the face of legitimacy challenges: Making sense of executive compensation after Enron
Session III  
Location  
Thursday, July 4, 2013, 16:00–17:30  
Jean-Brillant, B-4311  

Adoption and Institutional Trajectories  
Chair: Paul Tracey  

Shinwon Noh  
*Under the shadow of parents: Different institutional trajectories of diversification by corporate foundations*  

Isla Milne  
*The institutional resource-based view: Implications for practice adoption and abandonment*  

Mary C. Still  
*A comparison of divergent innovations in dynamic institutional environments*  

Session IV  
Location  
Friday, July 5, 2013, 09:00–10:30  
Jean-Brillant, B-4311  

Embeddedness and Institutional Trajectories  
Chair: Pamela Tolbert  

Emily S. Block  
*A typology of organizational responses to institutional pluralism*  

Abhinav Gupta and Forrest Briscoe  
*Organizational susceptibility to outside influences: The role of ideology*  

David Strang and Kyle Siler  
*From “Just the Facts” to “More Theory and Methods, Please”: The Evolution of the Research Article in Administrative Science Quarterly, 1956–2008*  

Session V  
Location  
Friday, July 5, 2013, 14:00–15:30  
Jean-Brillant, B-4311  

Combination, Recombination and Institutional Trajectories  
Chair: Robert David  

Markus Perkmann and Andre Spicer  
*Bricolage in organizational formation: Building organizations from multiple organizational forms*
Session VI  
Saturday, July 6, 2013, 09:00–10:30  
Jean-Brillant, B-4311

**Entrepreneurship and Institutional Trajectories**  
Chair: Paul Tracey

**Tomislav Rimac**  
*Theorizing the role of deviance in trajectories of institutional innovation*

**Paul F. Skilton**  
*‘Know your farmer, know your food’ and food hubs: New organizational forms and the USDA’s role in the local food movement*

**Michael Darby, Lynne Zucker and Jade (Yu-Chieh) Lo**  
*Demand for new organizational forms: Mechanisms for resolution of conflict over emerging technologies*

Session VII  
Saturday, July 6, 2013, 11:00–12:30  
Jean-Brillant, B-4311

**Social Evaluations and Institutional Trajectories**  
Chair: Pamela Tolbert

**Ana Aranda and Tal Simons**  
*Institutional pressures, legitimacy, and performance in the US tobacco industry*

**Jurriaan J. Nijholt, Pieter-Jan Bezemer and Patrick Reinmoeller**  
*Popular management practices and social evaluations of firms*

This session will end with a surprise not to be missed!

Peter Dacin, Derin Kent and M. Tina Dacin  
*Institutional revival: Building on the past to make the future*

Joel Bothello and Marie-Laure Djelic  
*Transnational path generation: The case of modern environmentalism*
Embracing Paradoxes and Tensions: Implications for Research, Practice and Teaching

Convenors
Wendy K. Smith, University of Delaware, USA; smithw@udel.edu
Luc K. Audebrand, Université Laval, Québec, Canada; luc.audebrand@fsa.ulaval.ca
Valérie Michaud, Université du Québec à Montréal, Canada; michaud.valerie@uqam.ca

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Mont-Tremblant

Paradox: Projecting the Past
Chair: Wendy K. Smith, Luc K. Audebrand and Valérie Michaud

Group Discussion:
– What have learned about organizational paradoxes?
– What questions do we have going forward?
– What do we hope to learn in these next few days together?

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Mont-Tremblant

Paradoxes of Leadership
Chair: Ella Miron-Spektor

Cynthia E. Clark, Erica L. Steckler and Sue Newell
Managing contradiction in business and society: Stockholder and stakeholder views of the firm as paradoxical opportunity

Thierry Amslem
Variation of a social and a commercial Logic and their role in practice change

Risto Säntti and Riitta Viitala
Fuzzy ideas on human resource management in the mind of a CEO
Session III

Thursday, July 4, 2013, 16:00–17:30
Decelles, 3rd Floor, Section Nord, Mont-Tremblant

Embracing Paradox: Trust, Vulnerability and Irony
Chair: Camille Pradies

Isabelle Yi Ren, Ronald L. Dufresne and Judith A. Clair
Embracing leadership vulnerability

Ina Ehnert
Trust across cultures from a paradox perspective

Richard J. Badham and Linda Matula
The deep play of communicating paradox

Session IV

Friday, July 5, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Mont-Tremblant

Paradoxes of Hybrid Organizations
Chair: Ina Ehnert

Wendy K. Smith and Marya L. Besharov
Sustaining paradoxical tensions over time: A longitudinal study of a global social enterprise

Beatrice Manzoni and Leentje Volker
Working through paradoxes in professional creative service firms: Lessons learned from design competitions

Camille Pradies
Embracing tensions in a hybrid identity organization: A longitudinal example of a veterinary clinic

Session V

Friday, July 5, 2013, 14:00–15:30
Decelles, 3rd Floor, Section Nord, Mont-Tremblant

Paradoxes of Creativity
Chair: Annie Camus

Ella Miron-Spektor and Gerard Beenen
A paradoxical perspective on creativity: The effects of independent and combined learning and performance goal orientations on idea novelty and usefulness
Matthew Grimes  
*To thine own self be true? Pivoting as paradox resolution during idea-stage entrepreneurship*

Shalini Khazanchi, Mathew Sheep and Marianne W. Lewis  
*Creativity as paradox: Novelty-usefulness tensions in idea evaluation*

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**Session VI**  
Saturday, July 6, 2013, 09:00–10:30  
– Parallel Stream –

**Location**  
Decelles, 3rd Floor, Section Nord, Mont-Tremblant

### Parallel Stream A  
**Paradoxes of Innovation and Change**  
Chair: Richard Badham

Suresh Cuganesan  
*Managing multi-level paradoxes in the process of developing contextual ambidexterity*

Michael Jarrett and Russ Vince  
*Emotional absorption: The paradox of defense mechanisms as disengagement and engagement in change*

Zdenek Necas  
*Sustaining organizational paradoxes: Role of managerial cognition in MNEs’ management of tensions when adapting to the rise of EMNEs*

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### Parallel Stream B  
**Paradoxes at the Organization Level**  
Chair: Robert P. Wright

Benjamin Klein, Björn Schäfer and Max J. Ringlstetter  
*Coopetitive dynamics – A dialectical perspective on the evolution of alliances among competitors*

Medhanie Asgedom and Nils Wåhlin  
*In search of a creative space: A conceptual framework of synthesizing paradoxes via design thinking*

Robert P. Wright  
*Using oppositional analysis grounded in personal construct theory to study the paradox of organizational complacency*
Parallel Stream C

**Paradoxes of Identity and Emotions**
Chair: Mariline Comeau-Vallée

Luc Brès, Djahanchah P. (Sacha) Ghadiri and Jean-Pascal Gond
*Identity work for managing the profit-social responsibility tensions: The case of corporate social responsibility consultants*

Mariline Comeau-Vallée
*Inter-professional collaboration: A paradoxical identity game*

Alice Jacobsen
*Professions and paradoxes in New Public Management reform*

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Parallel Stream D

**Paradoxes of Social Responsibility and Sustainability**
Chair: Wesley S. Helms

Hélène Bovais
*Integrated pluralism as a cornerstone of paradox management in a hybrid organization. The retail bank of Crédit Agricole*

Wesley S. Helms, Patrick Wood and Amy E. Ingram
*Environmental antecedents and outcomes to paradoxes: Organizational motivations, paradoxical issues, and the political construction of ISO 26000*

Chantal Hervieux, Jean-Mathieu Fallu and Marie-France Turcotte
*The hybrid organization and the paradox of sustainability*

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Parallel Stream E

**Paradox Teaching and Education**
Chair: Luc K. Audebrand

Jacqueline Holzer and Peter Kels
*Innovation leadership and freedom. Patterns of dialog in leader-follower-exchange, tensions experienced and consequences for learning and training*

Ronald E. Purser and Albert Low
*Unconventional pedagogies for embracing creative tensions and paradoxes: Using Zen Buddhist Koans in management education*
Annie Camus, Luc K. Audebrand and Valérie Michaud  
*Embracing paradox in management education:  
An introduction to the co-operative advantage*

Rosane Dal Magro, Marlei Pozzebon and Luciano Barin Cruz  
*Social business and service-learning: Lessons from innovative pedagogical experiences in Brazil and Senegal*

### Reflecting the Future
Chair: Wendy K. Smith, Luc K. Audebrand and Valérie Michaud

**Group Discussion:**
- What have we learned in the past few days?
- How does our learning impact our scholarship?
- What questions does this learning raise for the future?
Marxist Organization Studies: Building Bridges

Convenors
Paul S. Adler, University of Southern California, USA; padler@usc.edu
Rick Delbridge, Cardiff Business School, UK; delbridger@cardiff.ac.uk
Matt Vidal, King’s College London, UK; mgvidal@gmail.com

Session I
Location
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Trudeau Corporation

Financialization
Chair: Paul S. Adler

Thomas Clarke
*The financialisation of Anglo-American corporations: Deconstructing agency theory and shareholder value*
Presenter: Matt Vidal

Session II
Location
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, Trudeau Corporation

Praxis and Resistance
Chair: Matt Vidal

Ismael Al-Amoudi
*Organising occupy*
Presenter: Nicolas Balas

Eric Faÿ, Ignasi Marti and Pablo Fernandez
*Power, affectivity and praxis. Bridging Marx with Henry’s phenomenology of life and the Bauen employees’ recovery*
Presenter: Ismael Al-Amoudi
Session III
Location

Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Green Section, Trudeau Corporation

The Labor Process
Chair: Paul S. Adler

Matt Vidal
*Between the low road and the high road: Logics of valorization and regimes of lean production in US manufacturing*
Presenter: Gregory Schwartz

Nicolas Balas
*Entangled controversies: An historical perspective on how technology interacts with the social in workplace struggles*
Presenter: Paul S. Adler

Terri Byers
*Re-theorizing organizational control: A multi-level perspective*
Presenter: Thomas Clarke

Session IV
Location

Friday, July 5, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, Trudeau Corporation

Cooperation and Communism
Chair: Matt Vidal

Paul S. Adler
*Who wants socialism?*
Presenter: Séverine Le Loarne

Séverine Le Loarne and Christine Noël-Lemaître
*Worker cooperatives: An organizational Eldorado? Lessons from the spirituality of Simone Weil*
Presenter: Fernando Ramalho Martins

Gregory Schwartz
*The communism in organisation and the critique of organisation theory*
Presenter: Eric Faÿ
Session V  
Location:  
Friday, July 5, 2013, 14:00–15:30  
CSC, 1st Floor, Green Section, Trudeau Corporation  

**Critical Theory and Hegemony**  
Chair: Paul S. Adler

**Fernando Martins**  
*Organization theory: A critical reading*  
Presenter: Paul Goldman

**Paul Goldman**  
*Critical management theory, institutional theory & hegemony: An analysis of American educational reform*  
Presenter: Terri Byers

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Session VI  
Saturday, July 6, 2013, 09:00–10:30  
Cancelled

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Session VII  
Location:  
Saturday, July 6, 2013, 11:00–12:30  
CSC, 1st Floor, Green Section, Trudeau Corporation  

**Group Discussion: Taking Stock and Moving forward**  
Chair: Paul S. Adler
The Emergence of Categories, Identities, Fields and Organizational Forms

Convenors

Mark Kennedy, Imperial College London Business School, UK; mark.kennedy@imperial.ac.uk
Joep P. Cornelissen, VU University Amsterdam, The Netherlands; j.p.cornelissen@vu.nl
Peer C. Fiss, University of Southern California, USA; fiss@marshall.usc.edu

Session I

Thursday, July 4, 2013, 09:00–10:30
Decelles, 3rd Floor, Section Nord, Baie-Comeau

Opening Session: Studying Emergence
Chair: Mark Kennedy
Discussant: Pursey P.M.A.R. Heugens

William Ocasio, Jeffrey Loewenstein and Amit Nigam
Event narratives, category conventions, and institutional logics

Raghu Garud, Joel Gehman and Peter Karnøe
Notes on the emergence, performance and transformation of categories

Session II

Thursday, July 4, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Baie-Comeau

History Matters: Category (Re-)Emergence
Chair: Joep P. Cornelissen
Discussant: Joel Gehman

Isabelle Huault and Hélène Rainelli-Weiss
“Excessive” speculation in commodities derivatives markets: Of the instrumentation of an ambiguous category over time

Shahzad Ansari and Juliane Reinecke
Creating a socially disruptive category: A case study of “conflict” gold
Daniel Engler
Is it a car or a truck? The origin of product form and the emergence of the minivan market category

Jennifer Howard-Grenville, Reut Livne-Tarandach, Matthew Metzger and Alan D. Meyer
Nothing comes from nothing

Session III  
Thursday, July 4, 2013, 16:00–17:30  
– Parallel Stream –

Location
Decelles, 3rd Floor, Section Nord, Baie-Comeau

Parallel Stream A  
Ecological Perspectives on Emergence
Chair: Mark Kennedy
Discussant: Keyvan Kashkooli

Soorjith Illickal Karthikeyan, Stefan Jonsson and Filippo Carlo Wezel
Boundary crossing and category change

Jonathan Jaffee and Jade Lo
To be pecuniary or to be professional? The rise of the modern law firm in the early 20th Century

Jochem Kroezen and Pursey P.M.A.R. Heugens
New beer in old kegs: The persistent and localized effect of ancestral organizations on descendant organizational founding in the Dutch beer brewing industry

Erkan Erdemir and Umut Koc
Exploring the emergence mechanisms between different type of institutions at different levels of institutionalization: A qualitative meta-analysis

Location
Decelles, 3rd Floor, Section Nord, Natashquan

Parallel Stream B  
The Role of Discourse in Category Emergence
Chair: Peer C. Fiss
Discussant: Rodney Lacey

Karim Ben Slimane and Damien Chaney
Hygienist discourse and the emergence of new categories in the alcoholic drinks market in France
Jun Ho Lee and Hüseyin Leblebici  
*The US newspapers in the 21st Century: How social discourse explains their changing forms*

Ellen T. Crumley, Marvin Washington and Rickard Enström  
*Talking the talk: Mixing, partitioning and stabilization of category vocabularies*

**Session IV**  
**Location**  
Friday, July 5, 2013, 09:00–10:30  
Decelles, 3rd Floor, Section Nord, Baie-Comeau

**Emergence in Contested Fields**  
Chair: Peer C. Fiss  
Discussant: Jennifer Howard-Grenville

Lianne M. Lefsrud, Heather Graves and Nelson Phillips  
*Dirty oil, ethical oil: Categorical illegitimacy and the struggle over the Alberta oil sands*

Marta Liliana Bicho, Ralitza Nikolaeva and Carmen Lages  
*Market legitimacy of a marginalized category: The case of complementary and alternative medicine*

Mikkel Marfelt  
*Generations and life situations: Altering categories to accommodate conflicting interests*

**Session V**  
**Location**  
Friday, July 5, 2013, 14:00–15:30  
– Parallel Stream –  
Decelles, 3rd Floor, Section Nord, Baie-Comeau

**Parallel Stream A**  
**Emergence, Categories and Institutional Logics**  
Chair: Joep P. Cornelissen  
Discussant: Shahzad Ansari

Queen Nworisara Quinn and Kamal A. Munir  
*The emergence of hybrid market categories: A field level study on the role of moral values in a market for meaning*
Miriam Wolf, Krsto Pandza and Joel Gehman
*The meaning of water: Institutional complexity and strategic practice in issue driven fields*

Anna Tyllström
*Categorization struggles – Audience (de-)legitimation of PR consultancy as a market category*

**Location**
**Decelles, 3rd Floor, Section Nord, Natashquan**

**Parallel Stream B**
**Power and Networks Surrounding Emergence**
Chair: Mark Kennedy
Discussant: Juliane Reinecke

Denis Trapido
*When does originality help new knowledge earn pre-commercial recognition? The role of contextual positioning*

Ivana Naumovska, Edward Zajac and Peggy M. Lee
*The rise and fall of the Chinese (reverse merger) firm. A case of stock market prejudice?*

Michael Mauskapf
*The generation and diffusion of innovation in cultural networks*

Keyvan Kashkooli and Peter Younkin
*You never get a second chance to make a first impression: The effect of audience-distance on the penalty to spanning for new entrants*

**Session VI**
**Location**
**Saturday, July 6, 2013, 09:00–10:30**
**Decelles, 3rd Floor, Section Nord, Baie-Comeau**

**Constructing Markets and Professions**
Chair: Mark Kennedy
Discussant: Klaus Weber

Vern L. Glaser, Mariam Krikorian and Peer C. Fiss
*What’s your level (of abstraction)? Vertical category dynamics and valuation in the online advertising industry*

Christian Hampel and Paul Tracey
*The micro-dynamics of market category creation*
Rodney Lacey
Institutional theory of the process of public categorization of occupational groups as professionals

Session VII
Location

Saturday, July 6, 2013, 11:00–12:30
Decelles, 3rd Floor, Section Nord, Baie-Comeau

Activism, Theorization and Circulation
Chair: Joep P. Cornelissen
Discussant: Stefan Jonsson

Simone Schiller-Merkens and Philip Balsiger
Social movements and the categorization of moral markets: A cross-national comparison of ethical fashion markets in the UK and in Germany

Hetal Patel, Kathryn Heinze and Klaus Weber
Theorizing an emergent field: The case of alternative agriculture
Living the Network: Practices of Connecting and Bridging at Work

Convenors
Maria C. Binz-Scharf, City College of New York, USA; mbinzscharf@ccny.cuny.edu
Emmanuelle Vaast, McGill University, Montréal, Canada; emmanuelle.vaast@mcgill.ca
João Vieira da Cunha, School of Social and Political Sciences, Technical University of Lisbon, Portugal; jvcunha@iscsp.utl.pt

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, TAL Gestion globale d’actifs inc.

Networks in the Workplace
Chair: Emmanuelle Vaast
Discussant: Brian Rubineau


Julie Fabbri and Florence Charue-Duboc
How can a shared workplace spark the development of a community of entrepreneurs?

Mariachiara Barzotto and Santi Furnari
What do brokers do at work? A study of brokers’ networking styles in daily working life

Anfinna Coradi and Mareike Heinzen
The effects of co-location on collaboration and idea creation in a new workspace environment within R&D

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Green Section, TAL Gestion globale d’actifs inc.

Social Capital
Chair: Maria C. Binz-Scharf
Discussant: Barry Wellman

Claudia Jonczyk
Tie creation and agency throughout the career cycle: A process model of social capital development in a magic circle law firm
Brian Rubineau and Yisook Lim  
*Negative ties and brokerage*

Sebastian L. Schorch and Alexandra Gerbasi  
*Bridging, bonding, and opportunities for effectiveness improvement*

Tanja Slišković, Darko Tipuric and Domagoj Hruška  
*The role of social capital in managerial entrenchment with regard to the ownership structure of the firm*

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### Session III  
**Location**  
**Thursday, July 4, 2013, 16:00–17:30**  
CSC, 1st Floor, Green Section, TAL Gestion globale d’actifs inc.

#### Academic Networks  
Chair: João Vieira da Cunha  
Discussant: Claudia Jonczyk

Barry Wellman, Dimitrina Dimitrova, Zack Hayat, Guang Ying Mo and Lilia Smale  
*Networked scholars in a networked organization*

Ali Aslan Gümüsay and Thomas M. Bohné  
*Entrepreneurial networks in academia: The creation of entrepreneurial capital by academics*

Maria C. Binz-Scharf, Yuval Kalish and Leslie Paik  
*Making science: Evolution of collaboration in a scientific field*

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### Session IV  
**Location**  
**Friday, July 5, 2013, 09:00–10:30**  
CSC, 1st Floor, Green Section, TAL Gestion globale d’actifs inc.

#### Product Development Networks  
Chair: Emmanuelle Vaast  
Discussant: Sebastian Schorch

Fanny Simon  
*The emergence and transformation of power flows in social networks during NPD*
Valéry Merminod, Marie Anne Le Dain and Marie Koulikoff
*Which boundary spanning practices enhance knowledge sharing effectiveness in product development with suppliers? A fuzzy set approach*

Meri Jalonen
*Emerging product development network – Experimenting with boundary objects*

**Session V**
**Location**
Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Green Section, TAL Gestion globale d’actifs inc.

**Coordination and Routines**
Chair: Maria C. Binz-Scharf
Discussant: Nicole Haggerty

Natalia Aguilar Delgado
*You can’t always get what you want: A model for routines in issue networks*

Kevyn Yong and Floortje van den Born
*The best of both worlds: Generating a sustained creative advantage by building new ties while nurturing existing ties through repeat collaboration*

Marco Tonellato and Guido Conaldi
*Relational coordination in an open source software project: The role of attention networks*

**Session VI**
**Location**
Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Green Section, TAL Gestion globale d’actifs inc.

**Role of IT**
Chair: João Vieira da Cunha
Discussant: Valéry Merminod

Liliana Lopez Jimenez and Nicole Haggerty
*Small businesses on the hot seat: When and how do they mobilize network resources across distinct decision-making events?*

Radoslava Kadnarova and Joao Baptista
*Conceptualising collaboration as a new practice in a financial services organization in the UK*

Andrea Carugati, Lapo Mola and Antonio Giangreco
*The role of IT in bridging organizational networks and individual networks: A case study*
Bridging Practices
Chair: Maria C. Binz-Scharf
Discussant: Fanny Simon

Amelia Compagni, Patrizio Armeni and Stefano Tasselli
*Do not forget your peers! The role of peer interaction in predicting individual performance in multiprofessional work groups*

Rose Erkelens, Bart van den Hooff, Marleen Huysman and Paul Vlaar
*Knowledge pollination: Facilitating organizational learning in geographically dispersed settings*

Katarzyna Zdunczyk
*Reifying boundaries: The practice of distinction in a perspective-pushing contest*
Activity Theory and Organizations

Convenors
Yrjö Engeström, University of Helsinki, Finland; yrjo.engestrom@helsinki.fi
Zlatko Bodrožić, University of Belgrade, Serbia; bodrozic@web.de
Anu Kajamaa, University of Helsinki, Finland; anu.kajamaa@helsinki.fi

Session I
Location
Thursday, July 4, 2013, 09:00–10:30
Decelles, 4th Floor, Section Sud, Sorel-Tracy

Change Laboratory and Organizational Transformation I
Chair: Yrjö Engeström

Opening of the sub-theme and Keynote Speech by Professor emeritus Jaakko Virkkunen, Finland: “Business activity transformation as ascending from the abstract to the concrete: Building the tailored fertilizer provision business of Kemira GrowHow”

Sylvie Barma, Bruno Lemieux and Thérèse Laferrière
Manifestations of contradictions and transitional actions: Modelling an organizational change in an “alternance” cooperative study program
Discussant: Yrjö Engeström

Päivi Ristimäki
Marketing experiments as learning devices in strategic concept formation
Discussant: Yrjö Engeström

Session II
Location
Thursday, July 4, 2013, 11:00–12:30
Decelles, 4th Floor, Section Sud, Sorel-Tracy

Change Laboratory and Organizational Transformation II
Chair and discussant: Jaakko Virkkunen

Zlatko Bodrožić
Change laboratory as a means to open up a space of possibilities
Carlos Montoro
*Change laboratory in Mexico: A boundary-crossing intervention to build a new approach to language teaching and learning at DICIS (University of Guanajuato)*

Guiseppe Scaratti and Elisa Liberati
*Elaborating on organizational contradictions: Innovative formative interventions to enhance organizational transformation*

**Session III**

**Thursday, July 4, 2013, 16:00–17:30**

**Location** Decelles, 4th Floor, Section Sud, Sorel-Tracy

**Third Generation Activity Theory I**

Chair: Zlatko Bodrožić

Jean-Louis Magakian and Julien Malaurent
*A theoretical attempt to conceptualize thinking activities in organizations*
Discussant: Juha Mäkinen

Juha Mäkinen
*Bridged networked Defence Forces’ company activities*
Discussant: Hannamari Heino

Hannamari Heino
*Call for activity theory in examining strategy performance*
Discussant: Julien Malaurent

**Session IV**

**Friday, July 5, 2013, 09:00–10:30**

**Location** Decelles, 4th Floor, Section Sud, Sorel-Tracy

**Third Generation Activity Theory II**

Chair: Yrjö Engeström

Alexandra Michel and Stanton Wortham
*Mind, body, and banking: The cultural historical plasticity of the body’s role in action*
Discussant: Zlatko Bodrožić
Katsuhiro Yamazumi
*Learning through knotworking: An activity-theoretical study of pedagogical practices concerning the two great earthquakes in postwar Japan*
Discussant: Stanton Wortham

Zlatko Bodrožić, Aleksandra Ivetić and Jelena Igračev
*Capturing the complexity of return migration – An activity-theoretical perspective*
Discussant: Katsuhiro Yamazumi

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**Session V**  
**Location**  
*Friday, July 5, 2013, 14:00–15:30*  
*Decelles, 4th Floor, Section Sud, Sorel-Tracy*

**Third Generation Activity Theory III**  
Chair: Laura Seppänen

Charles Underwood, Leann Parker and Anu Kajamaa
*Assessment activity as a boundary object: Configuring meaningful strategies for evaluating activity-theoretical programs*
Discussant: Laura Seppänen

Silvio Carlo Ripamonti and Giuseppe Scaratti
*An inductive study on the organizational consequences of the introduction of ERP systems: Bridging information, sidetracking social interaction and work-specific knowledge*
Discussant: Leann Parker

Laura Seppänen, Marianne Cerf and Hanna Toiviainen
*Multi-voiced ‘customer understanding’ in the zone of proximal development of public service networks*
Discussant: Giuseppe Scaratti

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**Session VI**  
**Location**  
*Saturday, July 6, 2013, 09:00–10:30*  
*Decelles, 4th Floor, Section Sud, Sorel-Tracy*

**Third Generation Activity Theory IV**  
Chair: Mathias Waelli

Mathias Waelli, Marie-Léandre Gomez, Claude Sicotte, Adrián Zicari, Jean-Yves Bonnefond, Etienne Minvielle and Philippe Lorino
*The use of the anesthetic file indicator in French hospitals: Socio-material context, affordances and managerial activities*
Discussant: Nathalie Angelé-Halgand
Silke Geithner, Klaus-Peter Schulz and Erik Lehmann  
*Contradictions as triggers for expansive learning: The development of a nursing pool from a capacity compensation tool to an organizational learning platform*
Discussant: Mathias Waelli

Antonio D’Andreamatteo and Nathalie Angelé-Halgand  
*Reorganizing work in hospital: An activity theoretical analysis of lean management implementation*
Discussant: Klaus-Peter Schulz

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**Session VII**

**Location**

*Saturday, July 6, 2013, 11:00–12:30*

*Decelles, 4th Floor, Section Sud, Sorel-Tracy*

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**Third Generation Activity Theory V**

Chair: Claudine Bonneau

**Claudine Bonneau**

*Contradictions and their concrete manifestations: An activity-theoretical analysis of the intra-organizational co-configuration of open source software*
Discussant: Tiina Rautkorpi

**Ton Bruining and Sanne Akkerman**

*The role of brokers in establishing and sustaining a professional development school as an evolving activity system*
Discussant: Claudine Bonneau

**Tiina Rautkorpi**

*Building spaces for organizational improvisation and learning in Finnish universities of applied sciences*
Discussant: Ton Bruining
Practice-Based Approaches to the Study of Management and Managerial Work

Convenors
Davide Nicolini, Warwick Business School, University of Warwick, UK; davide.nicolini@wbs.ac.uk
Maja Korica, Warwick Business School, University of Warwick, UK; maja.korica@wbs.ac.uk
Stefan Tengblad, University of Skövde, Sweden; stefan.tengblad@his.se

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 4th Floor, Section Sud, Matane

Learning and Knowing in Managerial Work
Chair: Davide Nicolini

Dalvir Samra-Fredericks and Amanda Hay
*Imagine knowing – A practice based study of senior managers’ everyday interactional learning*
Discussant: Emmanuel Poirel

Emmanuel Poirel and Frédéric Yvon
*From school management to managing difficulties: The cognitive process of school principals*
Discussant: Violetta Splitter

Violetta Splitter
*Simulating practice and disguising science – On the interplay of scientific and practical knowledge in executive strategy teaching*
Discussant: Amanda Hay

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 4th Floor, Section Sud, Matane

Managing in the Public Sector
Chair: Stefan Tengblad

Svetlana Serdukov and Linda Rouleau
*Managerial work in academia: From professional to managerial practices*
Discussant: Maja Korica
Annemiek Stoopendaal
Managing different forms of distances in Dutch healthcare organizations. A practice-based research on the work of healthcare executives
Discussant: Svetlana Serdukov

Maja Korica and Davide Nicolini
Managing in a fish bowl: Practical accomplishments of chief executive work under the public gaze
Discussant: Annemiek Stoopendaal

Session III Thursday, July 4, 2013, 16:00–17:30
Decelles, 4th Floor, Section Sud, Matane

Leadership as Practice
Chair: Maja Korica

Haldor Byrkjeflot, Ola Edvin Vie and Stefan Tengblad
Leadership theory informed by managerial work and behavior?
Discussant: Tuukka Kostamo

Shenghui Ma, Stéphane Guérard and David Seidl
Managerial practices of new CEOs navigating the post-succession period
Discussant: Ola Edvin Vie

Tuukka Kostamo and Jouni Virtaharju
Leadership, managerial work, and organizational practices – An ethnographic study of supervisory work in a Finnish logistics centre
Discussant: Shenghui Ma

Session IV Friday, July 5, 2013, 09:00–10:30
Decelles, 4th Floor, Section Sud, Matane

Studying Managerial Work Relationally and Materially
Chair: Davide Nicolini

Christelle Théron
Attention in routine supervision – A practice-based approach of mundane managerial work
Discussant: Marie-Léandre Gomez
Eeva Aromaa, Päivi Eriksson and Heidi Rajamäki
Innovation practice and managerial work – A study on a Finnish small service company
Discussant: Christelle Théron

Marie-Léandre Gomez, Adrián Zicari, Mathias Waelli, Jean-Yves Bonnefond, Philippe Lorino, Claude Sicotte, Etienne Minvielle and Dan Benhamou
The use of anesthetic file record indicator for doctors’ practice: An activity and instrumental perspective
Discussant: Eeva Aromaa

Session V
Location

Friday, July 5, 2013, 14:00–15:30
Decelles, 4th Floor, Section Sud, Matane

Managerial Work as Coordination/Negotiation
Chair: Maja Korica

Carole Drucker-Godard and Isabelle Bouty
Managing as coordinating work: The case of a racing sailboat
Discussant: Sylvaine Tuncer

Sylvaine Tuncer and Christian Licoppe
Managers in informal interactions: The negotiation of roles through membership and organizational texts
Discussant: Helena Heizmann

Helena Heizmann and Stephen Fox
O partner, where art thou? A practice-based study of HR managers’ struggle for legitimacy
Discussant: Carole Drucker-Godard

Session VI
Location

Saturday, July 6, 2013, 09:00–10:30
Decelles, 4th Floor, Section Sud, Matane

The Practices of Managers and of Managerial Work
Chair: Stefan Tengblad

Gazi Islam and Ricardo Azambuja
Middle managers as boundary subjects: Managerial subjectivity and multiple identifications
Discussant: Diana Zdravkovic
Tarja Mäki
Site managers’ daily work and uses of BIM in construction site management
Discussant: Rene Wiedner

Diana Zdravkovic
Sink or swim: An empirical study on the onboarding of newly hired executives and relationships to initial work attitudes and behaviors
Discussant: Tarja Mäki

Rene Wiedner, Michael Barrett and Eivor Oborn
Managing change at the margin: The case of monitoring mental healthcare services provision
Discussant: Gazi Islam

Session VII
Saturday, July 6, 2013, 11:00–12:30
Decelles, 4th Floor, Section Sud, Matane

Where Next for the Study of Managerial Work?
Chair: Davide Nicolini, Stefan Tengblad and Maja Korica

Laure Cabantous and Theodora Dupont-Courtade
A practice perspective on transnational regulations: The new solvency regime and its impacts on insurers’ risk management practice
Discussant: Kirsi Lainema

Charlotte Øland Madsen, Marita Svane, Mette Vinther Larsen and Jørgen Gulddahl Rasmussen
A relational method for studying management and managerial work in small firms
Discussant: Laure Cabantous

Kirsi Lainema
Talking numbers. Financial reporting discussions in managerial meetings
Discussant: Mette Vinther Larsen
Organizing Performativity: The Practical Life of Theory across Time and Organizational Settings

Convenors
Karen Boll, Copenhagen Business School, Denmark; kbo.ioa@cbs.dk
Jean-Pascal Gond, Cass Business School, UK; jean-pascal.gond.1@city.ac.uk
Paul du Gay, Copenhagen Business School, Denmark; pdg.ioa@cbs.dk

Session I
Thursday, July 4, 2013, 09:00–10:30
Decelles, 4th Floor, Section Sud, Beloeil

The Practical Life of Organization Theory: Framing the Debates
Chair: Karen Boll, Jean-Pascal Gond, Paul du Gay
Discussants: collective discussion of the four papers

Signe Vikkelsø and Paul du Gay
What makes organization? Organizational theory as a ‘practical science’

Thomas Lopdrup-Hjorth
Has organization studies lost its object?

Karen Boll
Specifications of state change

Laure Cabantous, Jean-Pascal Gond, Nancy Harding and Mark Learmonth
What do we mean by performativity in organization studies?

Session II
Thursday, July 4, 2013, 11:00–12:30
Decelles, 4th Floor, Section Sud, Beloeil

Socio-Material Perspectives on Performativity
Chair: Paul du Gay

George Kuk and Nadia Kirilova
Performativity of artifactual agency in open design
Discussant: Lars Walter
François-Xavier de Vaujany, Carine Dominguez-Péry, Sabine Carton and Emmanuelle Vaast

*Performing information technology pre-adoption: How organization, industry and society matter*

Discussants: George Kuk and Nadia Kirilova

Lars Walter

*Making markets for work*

Discussant: Sabine Carton

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**Session III**

**Thursday, July 4, 2013, 16:00–17:30**

**Decelles, 4th Floor, Section Sud, Beloeil**

**Performing Social Innovation? Cooperativism and the Bottom of the Pyramid**

Chair: Laure Cabantous

Ella Bongers

*Common sense in organization*

Discussant: Carole Ferranti

Carole Ferranti

*On business strategy performance: Learning from the BoP case*

Discussants: Bernard Leca and Luciano Barin Cruz

Luciano Barin Cruz, Bernard Leca and Jean-Pascal Gond

*Building critical performativity engines for deprived communities: The construction of popular cooperative incubators in Brazil*

Discussant: Ella Bongers

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**Session IV**

**Friday, July 5, 2013, 09:00–10:30**

**Decelles, 4th Floor, Section Sud, Beloeil**

**Critical and Moral Perspectives on Performativity**

Chair: Mark Learmonth

Jérémy Morales, Yves Gendron and Henri Guénin-Paracini

*Performing the soul: The normalization of organizational deviance and conceptualizations of the “dangerous” individual*

Discussant: Susanne Ekman
Silvia Jordan and Iain Munro
*Critical performativity and institutional critique: A case study of WikiLeaks*
Discussant: Jérémy Morales

Susanne Ekman
*The professional persona of organizational scholars – Tales of an ethical impasse*
Discussant: Iain Munro

**Session V**

**Location**

*Friday, July 5, 2013, 14:00–15:30*

*Decelles, 4th Floor, Section Sud, Beloeil*

**Performing Organizational Change**

Chair: Jean-Pascal Gond

John Hassard and Julie Wolfram Cox
*Revisiting paradigms of practice: Accounting for the recent evolution of organization theory*
Discussants: Ralf Wetzel and Lore Van Gorp

Ralf Wetzel and Lore Van Gorp
*Eighteen shades of grey? An explorative literature review into the theoretical flavours of organizational change research*
Discussant: Maria Lusiani

Anne Roelsgaard Obling and Signe Vikkelsø
*Organizing the situation at hand: Beyond ‘optimizing’ and ‘humanizing’ in accelerated cancer treatment*
Discussants: John Hassard and Julie Wolfram Cox

Viviane Sergi, Maria Lusiani, Ann Langley and Jean-Louis Denis
*Saying what you do and doing what you say: The performative dynamics of lean management theory*
Discussants: Anne Roelsgaard Obling and Signe Vikkelsø
Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
Decelles, 4th Floor, Section Sud, Beloeil

Bridging Theory and Practice across Spaces: Boundary and Liminality
Chair: Signe Vikkelsø

Mike Lucas and Alex Wright
Liminal performativity: Modern-day festivals and embodied practice
Discussant: Olivier Ratle

Paula Ungureanu
From gaps to tangles. The theory-practice debate in Organization Studies.
State of the field and possible directions
Discussant: Mike Lucas

Olivier Ratle
The shifting boundaries of organisation theory across time: A demarcation perspective
Discussant: Paula Ungureanu

Session VII
Location
Saturday, July 6, 2013, 11:00–12:30
Decelles, 4th Floor, Section Sud, Beloeil

Processes in Performativity and Organization Studies
Chair: Karen Boll and Jean-Pascal Gond

Justine Grønbæk Pors and Helene Ratner
Process theory in public management: Liberating value from structure or strange bedfellows?
Discussant: Sander Merkus

Sander Merkus
World-making as a resultant of performative struggle: Bringing strategic agency and power as potentia into the performative research agenda
Discussant: Stefanie Reissner

Stefanie Reissner
The performativity of corporate storytelling: Theory and practice
Discussants: Justine Grønbæk Pors and Helene Ratner
**Behaviour, Management and Work**

**Convenors**
Kathryn M. Fahy, Lancaster University Management School, UK; k.fahy@lancaster.ac.uk
David Oliver, HEC Montréal, Canada; david.oliver@hec.ca
Anne D. Smith, University of Tennessee, College of Business, USA; asmith51@utk.edu

**Session I**
**Thursday, July 4, 2013, 09:00–10:30**
**Location** CSC, 1st Floor, Green Section, St-Hubert

**Learning and Knowledge**
Chair: Kathryn M. Fahy, David Oliver and Anne Smith

John Sillince and Helen Shipton
*Emotional ambivalence and radical organizational change*

Frank Siedlok and Paul Hibbert
*Activity and appreciation: Interpreting practice*

Introduction to the sub-theme followed by two papers

**Session II**
**Thursday, July 4, 2013, 11:00–12:30**
**Location** CSC, 1st Floor, Green Section, St-Hubert

**Middle Managers and Sensemaking**
Chair: Anne Smith

Laura Madden, Timothy Madden and Anne D. Smith
*Bridging the hierarchical divide: Sensemaking and sensegiving between top and middle managers during strategic change*

François Pichault and Frédéric Schoenaers
*Middle management under pressure: The problematic integration of performance control systems in services of general interest*

Danielle Tucker, Jane Hendy and James Barlow
*Agents of change management and the role of sensemaking*
Session III

Thursday, July 4, 2013, 16:00–17:30
CSC, 1st Floor, Green Section, St-Hubert

Identity
Chair: David Oliver

Gunjan Tomer and Sushanta Mishra
Exploring the process of identity formation among software engineering students in India

Michal Izak and Epaminondas Koronis
I don’t even know who I am anymore and frankly, neither do you. The role of the media in the collapse and reconfiguration of identities

Daniel Wäger and Sébastien Mena
Translating an organizational role identity – The adaptation of the American shareholder role identity to Switzerland

Session IV

Friday, July 5, 2013, 09:00–10:30
– Parallel Stream –

Location CSC, 1st Floor, Blue Section, Cogeco

Parallel Stream A Boundaryless Careers and Employee Mobility
Chair: Anne Smith

Jonathan Peterson and Alain Roger
Does the US concept of boundaryless career also apply in France?

Malin H. Näsholm and Thommie Burström
Experienced boundaries in intra-organizational global careers – An examination of boundary dynamics in boundaryless careers

Location CSC, 1st Floor, Green Section, St-Hubert

Parallel Stream B Institutional Work
Chair: Kathryn M. Fahy

Trish Ruebottom
The role of story in institutional work
Sonja Dragojlovic-Oliveira
_Institutional work for new modes of evaluation: Emerging culture of assessment in evaluating sustainability in architecture_

Kathryn M. Fahy and Johanna Moisander
_Intra-organizational institutional work: A discursive perspective on organizational responses to institutional pressures_

Session V
_Friday, July 5, 2013, 14:00–15:30_
_CSC, 1st Floor, Green Section, St-Hubert_

**Managing Conflict**
Chair: David Oliver

Vivianna Fang He, Lise Rechsteiner and Georg von Krogh
_Leading to innovate_

Kirsten Thommes and Agnes Akkerman
_Formal and informal leader in times of conflict_

Yisook Lim and Brian Rubineau
_The role of social status in negative tie formation_

Session VI
_Saturday, July 6, 2013, 09:00–10:30_
_CSC, 1st Floor, Green Section, St-Hubert_

**Employee Engagement and Autonomy**
Chair: Kathryn M. Fahy

Meredith J. Woodwark
_Bridging the worlds of employee engagement and affect theory_

Shiko Ben-Menahem
_Antecedents of organizational proactiveness: The joint impact of work design characteristics and environmental dynamism_

Andreas Alexiou, Michaéla Schippers, Ilan Oshri and Evgenia Dolgova
_Exploring the real potential of serious games: The role of game features and individual differences on user engagement and learning_
Session VII  
Location  

Saturday, July 6, 2013, 11:00–12:30  
CSC, 1st Floor, Green Section, St-Hubert  

Dominant Logics and Organizational Politics  
Chair: Kathryn M. Fahy, David Oliver and Anne Smith  

Dagmar Schäffner  
*Determinants of a dominant logic’s bandwidth: An empirical study of CEO, TMT, and firm characteristics*  

Carlotta Meo Colombo, Karan Sonpar and Federica Pazzaglia  
*Collaboration with peers in the face of rivalry and envy in the workplace: Is it “homo homini lupus”?*  

Concluding Discussion
Rethinking the Social, Technical and Material Foundations of Organizations

Convenors
Jannis Kallinikos, London School of Economics, UK; j.kallinikos@lse.ac.uk
Paul Leonardi, Northwestern University, Evanston, USA; leonardi@northwestern.edu
Bonnie Nardi, University of California, Irvine, USA; nardi@ics.uci.edu

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Metro

Knowledge and Organizing
Chair: Paul Leonardi

Joshua B. Barbour and Rebecca Gill
Designing communication for the day-to-day safety oversight of nuclear power plants

Mahmood Shafeie Zargar
Managing knowledge boundaries in bioinformatics research units

Mareike Heinzen, Frank A. Zoller, Eugenia Cacciatori and Roman Boutellier
Bench, lab and the open space: Materiality and knowledge exchange in R&D

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, Metro

Reflecting on Materiality
Chair: Jannis Kallinikos

Deniz Tunçalp
Restructuring the ontology of sociomateriality: A critical realist approach

Philip Faulkner and Jochen Runde
The ontology of digital objects

Diego Mastroianni, Samer Faraj and Elise Karagueuzian
Taking entanglement seriously in sociomateriality research
### Session III

**Location**

CSC, 1st Floor, Yellow Section, Metro

**Thursday, July 4, 2013, 16:00–17:30**

**Material Foundations of Institutions**

Chair: Jannis Kallinikos

- Thierry Viale, Roy Suddaby and Yves Gendron
  *Institutional portfolios: Analyzing the role of individuals in processes of technological change*

- François-Xavier de Vaujany and Emmanuelle Vaast
  *Dual iconographies and legitimation practices in contemporary organizations: A tale of the former NATO command room*

- Samer Abdelnour and Akbar M. Saeed
  *Globalization, situated action and embeddedness*

- Lotta Hultin and Magnus Mähring
  *The role of competing institutional logics in socio-material imbrication*

### Session IV

**Location**

CSC, 1st Floor, Yellow Section, Xerox

**Friday, July 5, 2013, 09:00–10:30**

**Ontology of Digitality and Organization Forms**

Chair: Paul Leonardi

- Aleksi Aaltonen
  *Digital data as organizing technology*

- Sami Paavola and Reijo Miettinen
  *Digital artifacts of collaboration? Building information modeling as a multifunctional instrumentality*

- Niccolò Tempini
  *Governing distributed data collection: Balancing engagement and semantic context*
Session V

Social Media and Organizing

Chair: Paul Leonardi

Cristina Alaimo
Technology of consumption on social shopping platforms: Deconstructing similarity

Lisa Conrad
Technologies – media – hybrids / Toronto – Berlin – Paris

Anthony Hussenot
Experiencing technologies and making organization: The role of intentionality and aesthetic dimensions

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Session VI

Complexity, Technology and Organization

Chair: Jannis Kallinikos

Guy Minguet and Chloé Langeard
On the temporalities of the consultation process set against the challenge of neonatal screening: A case study among multi-professional healthcare teams dealing with a rare disease

Evangelia Baralou
More natural and more blurred: An empirical exploration in complex organizational forms

Anastasia Sergeeva and Marleen Huysman
Mobile devices in operating rooms: The role of onlookers in shaping the use of mobile technology
Session VII  
Location  
Saturday, July 6, 2013, 11:00–12:30  
CSC, 1st Floor, Yellow Section, Xerox  

Information and Organization  
Chair: Jannis Kallinikos  

Sari Yli-Kauhaluoma  
Harnessing technology-related interruptions: Paper-based documents as workarounds at the back-office knowledge work  

Jose-Carlos Mariategui and Attila Marton  
The paradox of de/contextualized information: The case of video production at the BBC Digital Media Initiative  

Jonny Holmström and Lars Öbrand  
Recalcitrant technologies and unfolding ontologies: Exploring epistemic strategies in IT risk management
Bridging the Real and the Virtual in a Digital World

Convenors
Karin Garrety, School of Management at the University of Wollongong, Australia; karin@uow.edu.au
Ian McLoughlin, Monash University, Australia; ian.mcloughlin@monash.edu
Rob Wilson, University of Newcastle-Upon-Tyne, UK; rob.wilson@newcastle.ac.uk

Session I
Thursday, July 4, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Groupe Cholette

Introduction
Chair: Karin Garrety

Ali Yakhlef
Socio-materiality and the body as the missing link

Malgorzata Ciesielska and Feng Li
Reification of virtual world with smart spaces

Kseniya Navazhylava
Pursuit of illusions: How embodied control over virtual space leads to better task performance, satisfaction and creativity

Session II
Thursday, July 4, 2013, 11:00–12:30
CSC, 1st Floor, Yellow Section, Groupe Cholette

Virtuality, Boundaries and Time
Chair: Rob Wilson

Jillian Q. Yeow
Virtuality in a project-based organising context

Émilie Genin
Beyond the professional-personal time opposition: The emergence of a “third” time

Steffi Siegert
The interplay between social technologies and boundaries between work and private life in the context of NGOs
**Session III**

**Location**
CSC, 1st Floor, Yellow Section, Groupe Cholette

**Virtuality and Work**
Chair: Karin Garrety

Kathryn Aten, Luciara Nardon and Taryn Stanko
*Working out loud: Adapting behavior to bridge distance and communication gaps for virtual collaboration*

Jean-Nicolas Reyt and Batia M. Wiesenfeld
*Seeing the forest for the trees: A construal level analysis of employees’ mobile technology use*

Karine Guiderdoni-Jourdain
*Decider: The forgotten actor of the technology-organization relationship. Towards a revised approach of the concept of appropriation*

---

**Session IV**

**Location**
CSC, 1st Floor, Yellow Section, Groupe Cholette

**Virtuality, Leisure and Education**
Chair: Rob Wilson

Patrick Dawson and Ian McLoughlin
*Video-aided refereeing: Interpreting reality through virtual replay*

Spyros Angelopoulos and Yasmin Merali
*Offline interactions on online communities: The entanglement of social and material*

Alf Westelius and Erik Lundmark
*MOOCs and other online educational resources – Remodelling education and training?*
Session V
Location
Friday, July 5, 2013, 14:00–15:30
CSC, 1st Floor, Yellow Section, Groupe Cholette

Virtuality, Commodities and Professions
Chair: Karin Garrety

Ib Tunby Gulbrandsen
Controlling the uncontrollable: Pharmaceuticals, regulations and social media

Hamid R. Ekbia
Real patients and virtual doctors: The multiple gaps of telerehabilitation

Session VI
Location
Saturday, July 6, 2013, 09:00–10:30
CSC, 1st Floor, Yellow Section, Groupe Cholette

Virtuality and Globalisation
Chair: Rob Wilson

Natalia Grincheva
Bridging cultures in the information age: Dialogical approaches in theorizing digital diplomacy

Ting-Yu Kang
The changing geography of digital governance: The use of the internet in managing overseas skilled labour

Session VII
Location
Saturday, July 6, 2013, 11:00–12:30

Cancelled
À la prochaine !
### Index of Participants, Authors & Co-Authors

**Key**

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AAR</td>
<td>Pre-Colloquium Workshop on the Art of Academic Reviewing</td>
</tr>
<tr>
<td>DW</td>
<td>Pre-Colloquium Development Workshop</td>
</tr>
<tr>
<td>KnS</td>
<td>Keynote Speaker</td>
</tr>
<tr>
<td>ME</td>
<td>Meet the Editors</td>
</tr>
<tr>
<td>Post-Doc</td>
<td>Pre-Colloquium Post-Doctoral and Early Career Scholars Workshop</td>
</tr>
<tr>
<td>PhD</td>
<td>Pre-Colloquium PhD Workshop</td>
</tr>
<tr>
<td>PS</td>
<td>(Sub-)Plenary Speaker</td>
</tr>
<tr>
<td>WNM</td>
<td>Women’s Network Meeting</td>
</tr>
<tr>
<td>ST</td>
<td>Sub-theme</td>
</tr>
</tbody>
</table>

### A

<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
<th>Name</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aalto, Katja</td>
<td>DW07</td>
<td>Albertini, Sergio</td>
<td>ST14</td>
</tr>
<tr>
<td>Aaltonen, Alekski</td>
<td>ST54</td>
<td>Albino, Vito</td>
<td>ST24</td>
</tr>
<tr>
<td>Aaltonen, Päivi H.</td>
<td>ST24</td>
<td>Albu, Oana</td>
<td>ST42</td>
</tr>
<tr>
<td>Aaltonen, Pertti</td>
<td>ST24</td>
<td>Alcadipani da Silveira, Rafael</td>
<td>ST15</td>
</tr>
<tr>
<td>Abdallah, Chahrazad</td>
<td>ST15</td>
<td>Alexiou, Andreas</td>
<td>ST53</td>
</tr>
<tr>
<td>Abdelnour, Søren</td>
<td>ST47</td>
<td>Alexius, Susanna</td>
<td>ST20, ST33</td>
</tr>
<tr>
<td>Abfalter, Dagmar</td>
<td>ST27</td>
<td>Allard, Marie-Claude</td>
<td>DW07</td>
</tr>
<tr>
<td>Abrahamson, Eric</td>
<td>ST45</td>
<td>Allen, Matthew</td>
<td>ST17</td>
</tr>
<tr>
<td>Abu Alqumboz, Moheeb</td>
<td>ST34</td>
<td>Allocato, Adriana</td>
<td>ST05</td>
</tr>
<tr>
<td>Ackroyd, Stephen</td>
<td>ST47</td>
<td>Alvarez, Fabiola</td>
<td>PhD, DW07</td>
</tr>
<tr>
<td>Acquier, Aurélien</td>
<td>ST21</td>
<td>Alveshus, Johan</td>
<td>ST03</td>
</tr>
<tr>
<td>Addison, Susan</td>
<td>ST02</td>
<td>Alvesson, Mats</td>
<td>ST07</td>
</tr>
<tr>
<td>Adler, Chloé</td>
<td>ST03</td>
<td>Ambrosino, Katia</td>
<td>ST06</td>
</tr>
<tr>
<td>Adler, Nancy J.</td>
<td>KnS</td>
<td>Amburgey, Terry L.</td>
<td>ST14</td>
</tr>
<tr>
<td>Adler, Paul S.</td>
<td>ST47</td>
<td>Amhøj, Christa</td>
<td>ST12, ST41</td>
</tr>
<tr>
<td>Adolfsen, Petra</td>
<td>ST33</td>
<td>Amirkhany, Arash</td>
<td>DW11, ST11, ST40</td>
</tr>
<tr>
<td>Adrot, Anouck</td>
<td>ST27</td>
<td>Amis, John M.</td>
<td>ST19, ST44</td>
</tr>
<tr>
<td>Afanassieva, Marianne</td>
<td>AAR, ST02</td>
<td>Andersd, Kim Normann</td>
<td>ST26</td>
</tr>
<tr>
<td>Aggarwal, Shweta</td>
<td>ST17</td>
<td>Anderson, Poul H.</td>
<td>ST26</td>
</tr>
<tr>
<td>Agha-Alikhani, Barbara</td>
<td>PhD, DW11</td>
<td>Anderson, Eleanor</td>
<td>ST07</td>
</tr>
<tr>
<td>Agogué, Marine</td>
<td>ST07</td>
<td>Andreewa, Tatiana</td>
<td>ST03</td>
</tr>
<tr>
<td>Aguilar Delgado, Natalia</td>
<td>PhD, ST49</td>
<td>Andrews, Tim</td>
<td>ST17</td>
</tr>
<tr>
<td>Aharonson, Barak S.</td>
<td>ST14</td>
<td>Andriani, Pierpaolo</td>
<td>ST24</td>
</tr>
<tr>
<td>Ahen, Frederick</td>
<td>PhD, DW10</td>
<td>Andrigueto Jr., Haroldo</td>
<td>ST30</td>
</tr>
<tr>
<td>Ahlvik, Catharina</td>
<td>DW11</td>
<td>Angelé-Halgand, Nathalie</td>
<td>ST06, ST50</td>
</tr>
<tr>
<td>Ahola, Tuomas</td>
<td>ST38</td>
<td>Angelopoulos, Spyros</td>
<td>ST55</td>
</tr>
<tr>
<td>Ahonen, Pasi</td>
<td>ST41, ST43</td>
<td>Angioni, Enrico</td>
<td>ST25</td>
</tr>
<tr>
<td>Aichhorn, Nathalie</td>
<td>ST43</td>
<td>Ansari, Shahzad</td>
<td>ST28, ST48</td>
</tr>
<tr>
<td>Ainamo, Antti</td>
<td>ST23</td>
<td>Ansu Amponsah, Olivia</td>
<td>AAR</td>
</tr>
<tr>
<td>Airike, Peppi-Emilia</td>
<td>ST10</td>
<td>Antonacopoulou, Elena</td>
<td>ST37</td>
</tr>
<tr>
<td>Aissaouii, Rachida</td>
<td>ST44</td>
<td>Antonello, Claudia Simone</td>
<td>ST15</td>
</tr>
<tr>
<td>Akkerman, Agnes</td>
<td>ST53</td>
<td>Aoki, Katsuki</td>
<td>ST29</td>
</tr>
<tr>
<td>Akkerman, Sanne</td>
<td>ST50</td>
<td>Aquino Alves, Mário</td>
<td>ST10, ST19, ST27, ST35</td>
</tr>
<tr>
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302 Bridging Continents, Cultures & Worldviews | 29th EGOS Colloquium | Montréal 2013
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</table>
Comeau-Vallée, Mariline PhD, ST46
Compagni, Amelia ST49
Conaldi, Guido ST34, ST49
Conlé, Marcus ST17
Conrad, Lisa ST54
Constantinides, Panos ST30
Coombs, Crispin ST37
Cooper, David ST30
Cooren, François PS05, ST05, ST42
Coradi, Annina ST49
Corbett-Etchevers, Isabelle AAR, ST05
Cori, Enrico ST37
Cornelissen, Joep P. ST48
Cornelius, Nelanore ST04
Coslor, Erica AAR, WNM, ST14
Costa, Yuri ST29
Costas, Jana ST12
Coupland, Christine ST41
Courpasson, David ME
Crawford, Lynn ST38
Creed, W.E. Douglas PhD, ST07
Creus, Amalia Susana ST37
Crevani, Lucia ST06
Crumley, Ellen T. ST48
Cuccurullo, Corrado ST05
Cuganesan, Suresh ST46
Cukier, Wendy ST04, ST09
Culié, Jean-Denis ST01
Cunha, Cristiano ST27
Cunliffe, Ann ST15, ST41
Curchod, Corentin ST32
Currie, Graeme ST06
Cutzer, Leanne ST18
Czarniawska, Barbara PS05, ST29

D

D'Adderio, Luciana ST39
D'Alise, Chiara ST14
D'Andreamatteo, Antonio ST50
D'Angelo, Gabrielle ST21
d'Iribarne, Philippe KnS
Dacin, M. Tina ST44, ST45
Dacin, Peter ST45
Daellenbach, Urs ST44
Dahl, Unni ST26
Dahles, Heidi PhD, DW15, ST15
Dahlin, Kristina ST37
Dal Magro, Rosane ST46
Dalbehera, Shailen Kumar DW10, ST29
Dallaire, Géraldine ST23
Dameron, Stéphanie WNM, ST05
Dandi, Roberto ST26
Dang, Rani J. ST24
Daniel, Alexandre ST39
Danneskild-Samsøe, Ida ST12
Dantas de Figueiredo, Marina ST37
Dantas, Marcelo ST31
Darby, Michael ST45
Daudelin, Geneviève ST22
Daudigeos, Thibault DW07, ST44
Davel, Eduardo ST12, ST40
Davenport, Sally ST44
David, Robert ME, ST45
Davies, Linda ST40
Davis, Ann ST32
Davis, Charlotte ST29
Davis, Jason ST14
Davoine, Eric ST11, ST31
de Almeida, José Antonio ST10
De Cooman, Rein ST01
de Corbière, François ST27
De Cuyper, Nele ST01
de Faria, Pedro ST25
de Freitas, Maria Ester ST31
de Gama, Nadia ST41
de Gilder, Dick ST26
de Gooyert, Vincent ST21
de Moura Martins Guimarães, Julia ST40
De Noni, Ivan ST24
de Oliveira Vieira, Fernando ST40
de Oliveira, Josiane ST40
de Paula, Alessandro Vinicius ST40
de Rezende Pinto, Marcelo ST36
De Roeck, Kenneth ST19
de Vaujany, François-Xavier ST52, ST54
de Vogué, Sarah ST38
De Witte, Hans ST01
Dean Lee, Mary ST32
Dean, Alison ST34
Debucquet, Gervaise ST09
Decker, Stephanie DW08, ST08
DeJordy, Rich ST07
Deephouse, David L. ST07
Dekten, Fleur DW05, ST39
Delacour, Hélène ST13
Delbridge, Rick ST47
Delmestri, Giuseppe DW11, ST13
Deltour, François ST27
Demers-Payette, Olivier PhD
Demil, Benoit ST16, ST22
den Hartog, Deanne ST02
den Hond, Frank PhD, AAR, ST20, ST34
Denis, Jean-Louis PS04, ST03, ST06, ST52
Dery, Kristine ST05
Deslandes, Ghislain ST13
Desmarteau, Robert H. ST22
Dettori, Angela ST35
Dey, Pascal ST19
Di Vincenzo, Fausto ST26
Dickson, Keith ST06
Diedrich, Andreas ST33
<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dimitrova, Dimitrina</td>
<td>ST49</td>
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<td>Dittrich, Katharina</td>
<td>Post-Doc, WNM, DW15, ST39</td>
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<td>ST37</td>
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<td>Fabbri, Julie</td>
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<td>Fachin, Fernando F.</td>
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<td>Fairbrass, Jenny</td>
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<td>Fairhurst, Gail T.</td>
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<td>Faison Hewlin, Patricia</td>
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<td>Fallu, Jean-Mathieu</td>
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<td>Fang He, Vivianna</td>
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<tr>
<td>Faraj, Samer</td>
<td>ST54</td>
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<td>Farias, Carine</td>
<td>PhD, DW15</td>
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<td>Farmanesh, Amir</td>
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<td>Faulkner, Philip</td>
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<tr>
<td>Fay, Eric</td>
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</tr>
<tr>
<td>Fazekas, Balazs</td>
<td>ST14</td>
<td></td>
</tr>
</tbody>
</table>
Index of Participants, Authors & Co-Authors

Fee, Anthony ST11  Furnari, Santi ST49
Feldman, Martha S. ST39  Furusten, Staffan ST20, ST33
Felps, Will ST01
Fendt, Jacqueline ST24
Feng, Ying ST32
Ferlie, Ewan ST06, ST33
Fernandez, Pablo ST28, ST47
Ferranti, Carole ST52
Ferrari, Roberto ST44
Ferrario, Roberta ST27
Ferri, Paolo ST06
Festing, Marion ST04
Fila-Jankowska, Aleksandra ST32
Finch, John ST18
Fincham, Robin ST06
Fischer, André ST37
Fischer, Michael D. ST06
Fiss, Peer C. AAR, ST48
Fitzgerald, Louise ST06
Fleischer, Julia ST01
Fleming, Peter DW10, ST10, ST29
Fleming, Robert ST33
Flensborg Jensen, Maya WNM, ST05
Flood, Patrick C. ST06
Floricel, Serghei ST38
Forbes, Tom ST06
Ford, Jackie ST41
Forgues, Bernard ST07
Foroughi, Hamid ST08
Forrier, Annelleen ST01
Forsberg, Petter ST29
Forseth, Ulla ST28
Forsén, Minna-Kaarina ST34
Forti, Enrico ST37
Forti, Laura ST13
Fortier, Michel ST41
Fossestøl, Knut ST06
Foster, William DW08, ST08
Fotaki, Marianna ST40
Fournier, Martin DW10, ST10
Fox, Kenneth AAR, ST30
Fox, Stephanie ST42
Fox, Stephen ST51
Franck, Henrika ST12
Frandsen, Finn ST42
Frankel, Christian ST18
Franklin, Michael PhD
Fratellini, Fabio ST37
Freeman, R. Edward ST21
Freiling, Jörg ST37
French, Eric ST38
Frenkel, Michal ST09, ST11
Friis, Ole ST05
Friser, Alice ST44
Frolich, Nicoline ST07
Frost, Jetta ST29
Fryzel, Barbara ST32
Fujiyama, Kei PhD
Fuller, Douglas B. ST16

G

Gabbioneta, Claudiaa ST28
Gabel-Shemueli, Racheli ST11
Gabriel, Yiannis ST35
Gaggiotti, Hugo ST43
Gagliardi, Francesca ST11
Gagnon, Stéphanie ST30
Gagnon, Suzanne ST41
Gaibrois, Claudine WNM, ST43
Gaim, Medhanie ST46
Galperin, Roman V. ST32
Galunic, Charles ST13
Galuppo, Laura DW15, ST15
Gambardella, Alfonso ST23
Gamble, Jos ST11
Gander, Jonathan ST22
Gandia, Romain ST22
Ganzaroli, Andrea ST24
Ganzin, Maxim ST42
Garau, Christian ST37
Garbe, Emmanuelle ST01
Gardner, Chantal WNM
Garrett, Lyndon ST39
Garrey, Karin DW07, ST55
Garrot, Thierry ST06
Garrow, Eve ST19
Garud, Niharika PhD, AAR, WNM, ST24
Garud, Raghu ST48
Gastoldi, Lise ST38
Gauthier, Carol-Anne WNM, ST04
Gedajlovic, Eric ST17
Geffroy, Bénédicte ST27
Gegenhuber, Thomas ST35
Gehman, Joel ST38
Geiger, Daniel ST37, ST39
Geiger, Susi ST18
Geithner, Silke ST50
Gems, Gerda ST25
Gendron, Corinne ST44
Gendron, Yves ST19, ST52, ST54
Genin, Émilie ST55
Gentil, Stéphanie ST26
Gephardt Jr, Robert P. ST27
Geppert, Mike DW11, ST11
Gérard, Benoît ST06
Gerbas, Alexandre ST49
Gersch, Martin ST26
Gerstom, Anna DW07
Ghadiri, Dijan (Sacha) Post-Doc, ST05, ST46
Gherardi, Silvia ST04
Ghorashi, Halleh ST04
Ghosh, Abhijit ST30
<table>
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<td>ST05, ST39, ST51</td>
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<td>Guimarães, Ludmila</td>
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<td>Guimarães, Paulo</td>
<td>ST27</td>
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<td>Gulanski, Daniel</td>
<td>ST31</td>
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<tr>
<td>Gulbrandsen, Ib Tunby</td>
<td>ST55</td>
<td></td>
</tr>
<tr>
<td>Gulbrandsen, Magnus</td>
<td>ST06, ST26</td>
<td></td>
</tr>
<tr>
<td>Gülmüsay, Ali Aslan</td>
<td>ST49</td>
<td></td>
</tr>
<tr>
<td>Gundogdu, Didem</td>
<td>ST14</td>
<td></td>
</tr>
<tr>
<td>Günther, Elisabeth</td>
<td>DW04, WMN</td>
<td></td>
</tr>
<tr>
<td>Gun, Hugh</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guo, Yidi</td>
<td>ST44</td>
<td></td>
</tr>
<tr>
<td>Gupt, Abhinav</td>
<td>ST45</td>
<td></td>
</tr>
<tr>
<td>Gupt, Amit</td>
<td>ST17</td>
<td></td>
</tr>
<tr>
<td>Gupt, R.K.</td>
<td>ST17</td>
<td></td>
</tr>
<tr>
<td>Gustafsson, Robin</td>
<td></td>
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</tr>
<tr>
<td>Gustafsson, Stefanie</td>
<td>DW10, WMN</td>
<td></td>
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<tr>
<td>Guy, Emmanuel</td>
<td>ST18</td>
<td></td>
</tr>
<tr>
<td>Gyffé, Philip</td>
<td>ST12</td>
<td></td>
</tr>
<tr>
<td>Habib, Johanna</td>
<td>ST39</td>
<td></td>
</tr>
<tr>
<td>Hacklin, Fredrik</td>
<td>ST22</td>
<td></td>
</tr>
<tr>
<td>Häfligier, Stefan</td>
<td>Post-Doc, ST22, ST37</td>
<td></td>
</tr>
<tr>
<td>Hagen, Aina</td>
<td>ST12</td>
<td></td>
</tr>
<tr>
<td>Haggerty, Nicole</td>
<td>ST49</td>
<td></td>
</tr>
<tr>
<td>Häkkinen, Lotta</td>
<td>ST36</td>
<td></td>
</tr>
<tr>
<td>Hall, Richard</td>
<td>ST05</td>
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</tr>
<tr>
<td>Hallier, Jerry</td>
<td>ST06</td>
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<tr>
<td>Hamel, Lauren</td>
<td>ST06</td>
<td></td>
</tr>
<tr>
<td>Hampel, Christian</td>
<td>ST48</td>
<td></td>
</tr>
<tr>
<td>Han, Jun</td>
<td>ST23</td>
<td></td>
</tr>
<tr>
<td>Han, Kyueun</td>
<td>ST34</td>
<td></td>
</tr>
<tr>
<td>Hanekop, Heidemarie</td>
<td>ST35</td>
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</tr>
<tr>
<td>Hanson, Jens</td>
<td>ST06</td>
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</tr>
<tr>
<td>Hara, Yoritoshi</td>
<td>ST05</td>
<td></td>
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<tr>
<td>Harding, Nancy</td>
<td>ST19, ST52</td>
<td></td>
</tr>
<tr>
<td>Hardy, Catherine Anne</td>
<td>ST18</td>
<td></td>
</tr>
<tr>
<td>Hardy, Cynthia</td>
<td>ST39</td>
<td></td>
</tr>
<tr>
<td>Hardy, Jane</td>
<td>ST11</td>
<td></td>
</tr>
<tr>
<td>Harhoff, Dietmar</td>
<td>ST39</td>
<td></td>
</tr>
<tr>
<td>Harkness, Rachel</td>
<td>ST18</td>
<td></td>
</tr>
<tr>
<td>Harness, Alona</td>
<td>ST07</td>
<td></td>
</tr>
<tr>
<td>Harrison, John</td>
<td>ST06</td>
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</tr>
<tr>
<td>Harrison, Richard</td>
<td>ST22</td>
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</tr>
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<td>Hartley, Kathy</td>
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<tr>
<td>Hartner-Tiefenthaler, Martina</td>
<td>Post-Doc, AAR, WMN, ST02</td>
<td></td>
</tr>
</tbody>
</table>
Index of Participants, Authors & Co-Authors

<table>
<thead>
<tr>
<th>Name</th>
<th>ST No.1</th>
<th>Co-Author(s)</th>
<th>ST No.2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Haug, Christoph</td>
<td>ST42</td>
<td>Höflinger, Nicolas</td>
<td>ST22</td>
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<td>Haugh, Helen</td>
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<td>ST35</td>
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<td>PhD, ST07, ST23</td>
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<td>Ibrahim, Shahnaz</td>
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<td>Igračev, Jelena</td>
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<td>Ikávalko, Heini</td>
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<td>ST38</td>
<td>Ilan, Roy</td>
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<td>ST26, ST33</td>
<td>Ilić, Dragan</td>
<td>ST20</td>
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<td>Hodson, Jaiquirs</td>
<td>ST04</td>
<td>Illia Manzan, Laura</td>
<td>ST42</td>
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<td>Hoenderbooms, Michel</td>
<td>ST29</td>
<td>Illickal Karthikeyan, Soorjith</td>
<td>ST48</td>
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<td>Hoffman, Andrew J.</td>
<td>PS02</td>
<td>Im, Tobin</td>
<td>ST32</td>
</tr>
</tbody>
</table>
Index of Participants, Authors & Co-Authors

Ingram, Amy E.  ST46  Jordan, Silvia  ST52
Innreiter-Moser, Cäcilia  ST38  Jørgensen, Ida Lunde  ST13
Inoue, Maho Tanaka  ST09  Josserand, Emmanuel  ST02
Inukai, Tomonori  ST29  Journé, Benoit  ST27
Irigaray, Hélio Arthur  ST10  Judd, Barry  ST15
Irmann, Olivier  ST23  Jung, Arlена  ST06
Irwin, Jennifer  ST07
Isabelle, Diane A.  ST31
Islam, Gazi  Post-Doc, ST10, ST51
Ivanova, Olga  ST28
Ivetić, Aleksandra  ST50
Iwashita, Hitoshi  AAR, ST44
Izak, Michal  ST43, ST53

J

Jacobsen, Alice  ST46
Jaffee, Jonathan  ST48
Jahn, Jody  ST42
Jalan, Ishan  AAR, ST40
Jalonen, Meri  ST49
Jamali, Dima  ST10
James, Philip  ST38, ST43
Jarrett, Michael  ST46
Järventie-Thesleff, Rita  ST12
Jarzabkowski, Paula A.  ST05
Jaumier, Stéphane PhD, DW07, ST44
Journé, Benoit  ST27
Judd, Barry  ST15
Jung, Arlena  ST06

K

Kackovic, Monika  ST13
Kadnarova, Radoslava  ST49
Kaghan, William N.  ST07
Kahl, Steven  ST18
Kajamaa, Anu  ST50
Kalish, Yuval  ST49
Kallinikos, Jannis  ST54
Kamal, Darcy  ST34
Kaminska, Renata  ST24
Kankaanranta, Anne  ST42
Karkoci, Toshihiro, Dzidziso  ST22
Kang, Nahee  ST35
Kang, Ting-Yu  ST55
Karmo, Oksana  ST38
Karnoe, Peter  ST48
Kärreman, Dan  ST36
Kars-Unluoglu, Selen  ST33
Kashkooli, Keyvan  ST48
Kassim, Jane  ST43
Kastl, Emanuel R.  ST07
Katic, Ivana  ST45
Katila, Saija  ST04, ST07
Kawamura, Takaya  ST09
Keizer, Arjan  ST17
Keller, Josh  ST44
Kelley, Mark  ST05
Kelly, Grainne  ST02
Kelly, Séamas  ST40
Kels, Peter  ST46
Kenis, Patrick  ST14
Kennedy, Deanna M.  ST09
Kennedy, Mark  ST48
Kenny, Kate  ST40
Kent, Derin  ST45
Kent, Stacey  ST40
Kerr, Ron  ST08, ST43
Kertič, Zach  ST14
Kettunen, Jaana  ST43
Kettunen, Maria  ST43
Kiviranta, Jaana  ST43
<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Keulen, Sjoerd</td>
<td>ST08</td>
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<tr>
<td>Khaire, Mukti</td>
<td>PS03, ST13</td>
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<tr>
<td>Khangha, Saeed</td>
<td>ST22</td>
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<tr>
<td>Khapova, Svetlana</td>
<td>ST01</td>
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<td>Khazanchi, Shalini</td>
<td>ST46</td>
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<td>ST26</td>
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<td>Kim, Debbie</td>
<td>DW07</td>
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<tr>
<td>Kim, Gyeong Mook</td>
<td>ST17</td>
</tr>
<tr>
<td>Kim, Sung Soo</td>
<td>ST32</td>
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<td>DW08, ST03</td>
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<td>Kinnie, Nicholas</td>
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<td>ST52</td>
</tr>
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<td>Kirpatrick, Ian</td>
<td>ST06</td>
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<td>ST01</td>
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<td>Kreiner, Glen</td>
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<td>ST51</td>
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<td>Lauche, Kristina</td>
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<td>ST44</td>
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<td>Lawrence, Thomas</td>
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<td>ST35</td>
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<td>Le Bell, Marion</td>
<td>ST35</td>
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<td>ST09</td>
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<td>ST02</td>
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<td>ST11</td>
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<td>Lee, Zong-Rong</td>
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<td>ST18, ST22</td>
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<td>Lennerfors, Thomas Taro</td>
<td>ST29</td>
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</table>
## Index of Participants, Authors & Co-Authors

<table>
<thead>
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<th>Title or Affiliation</th>
<th>Code(s)</th>
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</thead>
<tbody>
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<td>Lucas, Mike</td>
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<td>ST52</td>
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<td>Maak, Thomas</td>
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<td>PhD, DW08, ST08</td>
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<td>Post-Doc, ST16, ST22, ST44</td>
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<td>Mannak, Remco</td>
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<td>Marell, Agneta</td>
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<td>Orlitzky, Marc</td>
<td>ST20</td>
</tr>
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<td>Niang, Moustapha</td>
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<td>Oro złan, Zosfia</td>
<td>ST31</td>
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<td>Nicol, Olivia</td>
<td>ST28</td>
<td>Oshri, Ila n</td>
<td>ST22, ST53</td>
</tr>
<tr>
<td>Nicolin, Davide</td>
<td>ST07, ST26, ST51</td>
<td>Osmunds en, Tonje</td>
<td>ST26</td>
</tr>
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<td>Nielsen, Jeppe Agger</td>
<td>ST26</td>
<td>Osowski, Dariusz</td>
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</tr>
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<td>Nienaber, Ann-Marie</td>
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<td>Os recki, Fran</td>
<td>ST29</td>
</tr>
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<td>Niforou, Christina</td>
<td>ST35</td>
<td>Ossen, Carolin</td>
<td>ST04</td>
</tr>
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<td>Nigam, Amit</td>
<td>ST01, ST48</td>
<td>Osters, Simonne M.</td>
<td>ST27</td>
</tr>
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<td>Nijhoff, Jurriaan J.</td>
<td>ST45</td>
<td>Ott, Robert</td>
<td>ST09</td>
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<td>Nijs, Sanne</td>
<td>ST01</td>
<td>Øttl, Sebastian</td>
<td>DW11</td>
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<td>Nikolaeva, Ralitza</td>
<td>ST48</td>
<td>Owen, Gareth</td>
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<td>Ôzbek, Nurgül</td>
<td>PhD</td>
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<td>Nilsson, Göran</td>
<td>ST28</td>
<td>Özdemir, Didem Derya</td>
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<td>PhD</td>
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<td>Özsoy, Zeynep</td>
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<td>ST47</td>
<td>Paalumäki, Anni</td>
<td>ST12</td>
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<td>ST08</td>
<td>Paanen, Harri</td>
<td>ST23</td>
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<td>Nogueira, Fernando</td>
<td>ST19</td>
<td>Paanen, Soli</td>
<td>ST39</td>
</tr>
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<td>Nogueira, Fernando</td>
<td>ST19</td>
<td>Paavola, Sami</td>
<td>ST54</td>
</tr>
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<td>Noh, Shinwon</td>
<td>ST45</td>
<td>Pache, Anne-Claire</td>
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<td>ST24</td>
<td>Pachidou, Fotini</td>
<td>ST37</td>
</tr>
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<td>ST40</td>
<td>Packendorf, Johann</td>
<td>ST06, ST20</td>
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<td>Noorderhaven, Niels</td>
<td>ST14, ST38</td>
<td>Paetzold, Falko</td>
<td>ST06, ST20</td>
</tr>
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<td>Noppeney, Claus</td>
<td>ST05, ST09, ST36</td>
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<td>DW10, ST28</td>
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<td>Nørback, Maria</td>
<td>WNM, ST07</td>
<td>Pal, Leslie</td>
<td>ST49</td>
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<td>Nordberg, Donald</td>
<td>ST07</td>
<td>Pain, Guillaume</td>
<td>DW10</td>
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<td>Nordglen, Loran</td>
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<td>Painter-Morland, Mollie</td>
<td>ST41</td>
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<td>Novás Magalhães, Ana Thereza</td>
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<td>Pandaz, Kristo</td>
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<td>Novak, David</td>
<td>ST42</td>
<td>Paquette, Marie-Andrée</td>
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<td>ST48</td>
<td>Pardini, Daniel</td>
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</tr>
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<td>Nyberg, Daniel</td>
<td>ST28, ST36</td>
<td>Pareschi, Luca</td>
<td>ST44</td>
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<td>Park, Kathleen</td>
<td>ST11</td>
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</tbody>
</table>
# Index of Participants, Authors & Co-Authors

<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parker, Leann</td>
<td>ST50</td>
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<tr>
<td>Parmentier Cajaiba, Aura</td>
<td>ST05</td>
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<td>Pas, Berber</td>
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<td>ST30, ST37</td>
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<td>ST33</td>
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<td>ST05, ST43</td>
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<td>Peireira Christopoulos, Tânia</td>
<td>ST10, ST35, ST37</td>
</tr>
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<td>Pereira Barbosa, Conceição Aparecida</td>
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<td>Perez-Alemán, Paola</td>
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</tr>
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<td>ST21</td>
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<td>ST14</td>
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<td>Petani, Fabio James</td>
<td>ST13</td>
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<td>ST29</td>
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<td>Peters, Pascale</td>
<td>ST33</td>
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<td>ST16</td>
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<td>Peterson, Jonathan</td>
<td>ST53</td>
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<tr>
<td>Peticca-Harris, Amanda</td>
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<td>ST38</td>
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<td>Petrakaki, Dimitra</td>
<td>ST06</td>
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<tr>
<td>Pettit, Krista</td>
<td>ST37</td>
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<tr>
<td>Pfadenhauer, Michaela</td>
<td>ST35</td>
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<td>Pfefferman, Talia</td>
<td>DW08, ST08</td>
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<td>Pham, Thanh Thao</td>
<td>ST24</td>
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<td>Philippe, Xavier</td>
<td>ST07</td>
</tr>
<tr>
<td>Phillips, Mary</td>
<td>ST41</td>
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<td>Phillips, Nelson</td>
<td>ST48</td>
</tr>
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<td>PhD</td>
</tr>
<tr>
<td>Picard, Sébastien</td>
<td>ST07</td>
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<tr>
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<td>ST01, ST53</td>
</tr>
<tr>
<td>Pieper, Jonas</td>
<td>ST06</td>
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<td>Pierides, Dean</td>
<td>ST18</td>
</tr>
<tr>
<td>Pilotti, Luciano</td>
<td>ST24</td>
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<tr>
<td>Pina e Cunha, Miguel</td>
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<td>Pine, Kathleen</td>
<td>ST39</td>
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<td>Pini, Fabrizio M.</td>
<td>ST25</td>
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<td>Pless, Nicola</td>
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<td>Poirel, Emmanuel</td>
<td>ST51</td>
</tr>
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<td>Pomery, Linda</td>
<td>ST14, ST34</td>
</tr>
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<td>Popp, Andrew</td>
<td>ST12</td>
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<td>Poppo, Laura</td>
<td>ST02</td>
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<td>Poranzke, Sarah</td>
<td>ST44</td>
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<td>Porschitz, Emily</td>
<td>ST01</td>
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<tr>
<td>Porter, Amanda J.</td>
<td>ST42</td>
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<td>Porttikivi, Merja</td>
<td>ST42</td>
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<td>Postma, Jeroen</td>
<td>ST19</td>
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<td>Pouryousefi, Sareh</td>
<td>DW10</td>
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<tr>
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<td>ST41</td>
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<td>Powell, Walter W.</td>
<td>ST07</td>
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<tr>
<td>Pozzebon, Marlei</td>
<td>ST37, ST46</td>
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<tr>
<td>Pradies, Camille</td>
<td>PhD, AAR, ST46</td>
</tr>
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<td>Prandelli, Emanuela</td>
<td>ST25</td>
</tr>
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<td>Prasad, Lakshmanan</td>
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</tr>
<tr>
<td>Press, Melea</td>
<td>ST07</td>
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<tr>
<td>Prevett, Mathew</td>
<td>DW02, ST02</td>
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<tr>
<td>Priem, Richard</td>
<td>ST25</td>
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<td>Pringle, Judith K.</td>
<td>WNM, ME, ST01, ST04</td>
</tr>
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<td>Prokopovych, Bogdan</td>
<td>DW10</td>
</tr>
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<td>Poulx, Serge</td>
<td>ST19</td>
</tr>
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<td>Puhakka, Vesa</td>
<td>ST05</td>
</tr>
<tr>
<td>Pull, Kerstin</td>
<td>ST11</td>
</tr>
<tr>
<td>Pullen, Alison</td>
<td>ME, ST40, ST41</td>
</tr>
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<td>Purcell, Carl</td>
<td>ST06</td>
</tr>
<tr>
<td>Purdy, Jill</td>
<td>ST07</td>
</tr>
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<td>ST46</td>
</tr>
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<td>Putnam, Linda</td>
<td>ST42</td>
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<td>Quattrone, Paolo</td>
<td>ST08</td>
</tr>
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<td>Raab, Jörg</td>
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<td>Rabateau, Marie-Claude</td>
<td>PhD</td>
</tr>
<tr>
<td>Radu, Miruna</td>
<td>ST24</td>
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<tr>
<td>Rainelli-Weiss, Hélène</td>
<td>ST28, ST48</td>
</tr>
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<td>Rajamäki, Heidi</td>
<td>ST51</td>
</tr>
<tr>
<td>Ramachandran, Kavil</td>
<td>ST44</td>
</tr>
<tr>
<td>Ramalho Martins, Fernando</td>
<td>ST47</td>
</tr>
<tr>
<td>Rambaud, Alexandre</td>
<td>ST28</td>
</tr>
<tr>
<td>Ramboarisata, Lovasoa</td>
<td>ST21</td>
</tr>
<tr>
<td>Rameder, Paul</td>
<td>ST19</td>
</tr>
<tr>
<td>Rammelt Sauerbronn, João Felipe</td>
<td>ST35</td>
</tr>
<tr>
<td>Ramon, Anna</td>
<td>ST14</td>
</tr>
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<td>Ramos, Leticia</td>
<td>ST40</td>
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<td>ST26</td>
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<td>ST/DO</td>
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<td>Ramvi, Ellen</td>
<td>ST40</td>
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<td>Rank, Olaf N.</td>
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<td>ST05</td>
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<td>Raone, Julien</td>
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<tr>
<td>Rasmussen, Jørgen Gulddahl</td>
<td>ST51</td>
</tr>
<tr>
<td>Rathgeb Smith, Steven</td>
<td>ST19</td>
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<tr>
<td>Ratle, Olivier</td>
<td>AAR, ST52</td>
</tr>
<tr>
<td>Ratner, Helene</td>
<td>ST52</td>
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<tr>
<td>Raulet-Croset, Nathalie</td>
<td>ST15</td>
</tr>
<tr>
<td>Raultkorpi, Tiina</td>
<td>ST50</td>
</tr>
<tr>
<td>Ravasi, Claudio</td>
<td>ST11</td>
</tr>
<tr>
<td>Ravasi, Davide</td>
<td>AAR, ME, ST05, ST32</td>
</tr>
<tr>
<td>Ravenswood, Katherine</td>
<td>ST04</td>
</tr>
<tr>
<td>Raviola, Elena</td>
<td>PhD, ST07</td>
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<tr>
<td>Ray, Subhasis</td>
<td>DW10, ST10</td>
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<tr>
<td>Raynard, Mia</td>
<td>DW10, ST07</td>
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<tr>
<td>Raza-Ullah, Tatbeeq</td>
<td>ST34</td>
</tr>
<tr>
<td>Reay, Trish</td>
<td>ST03, ST07</td>
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<tr>
<td>Rechsteiner, Lise</td>
<td>WNM, ST15</td>
</tr>
<tr>
<td>Redaelli, Ilaria</td>
<td>ST53</td>
</tr>
<tr>
<td>Redslab, Ludivine</td>
<td>ST06</td>
</tr>
<tr>
<td>Rees, Chris</td>
<td>ST10</td>
</tr>
<tr>
<td>Reff Pedersen, Anne</td>
<td>ST06</td>
</tr>
<tr>
<td>Rehn, Alf</td>
<td>ST29</td>
</tr>
<tr>
<td>Reid, Lynette</td>
<td>ST01</td>
</tr>
<tr>
<td>Reid, Wendy</td>
<td>PS03</td>
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<tr>
<td>Reinecke, Juliane</td>
<td>DW07, ST28, ST35, ST48</td>
</tr>
<tr>
<td>Reinhold, Emilie</td>
<td>WNM, ST09</td>
</tr>
<tr>
<td>Reimmoeller, Patrick</td>
<td>ST45</td>
</tr>
<tr>
<td>Reissner, Stefanie</td>
<td>WNM, ST52</td>
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<tr>
<td>Ren, Isabelle (Yi)</td>
<td>ST46</td>
</tr>
<tr>
<td>Renaud, Geneviève</td>
<td>ST05</td>
</tr>
<tr>
<td>Retowski, Sylwiusz</td>
<td>ST32</td>
</tr>
<tr>
<td>Reuber, A. Rebecca</td>
<td>ST42</td>
</tr>
<tr>
<td>Reus, Taco</td>
<td>ST30</td>
</tr>
<tr>
<td>Reuter, Annette</td>
<td>ST26</td>
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<tr>
<td>Reyt, Jean-Nicolas</td>
<td>ST55</td>
</tr>
<tr>
<td>Rhodes, Carl</td>
<td>ST40</td>
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<tr>
<td>Riaz, Suhaib</td>
<td>ST07</td>
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<tr>
<td>Richardson, Sue</td>
<td>ST37</td>
</tr>
<tr>
<td>Richter, Nancy</td>
<td>ST09</td>
</tr>
<tr>
<td>Rieder, Kerstin</td>
<td>ST35</td>
</tr>
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<td>Rieple, Alison</td>
<td>ST05</td>
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<tr>
<td>Rietveld, Joost</td>
<td>ST25</td>
</tr>
<tr>
<td>Rigaud Lacresse, Emmanuelle</td>
<td>ST36</td>
</tr>
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<td>Rigoni, Eduardo</td>
<td>ST16</td>
</tr>
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<td>Rimac, Tomislav</td>
<td>ST45</td>
</tr>
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<td>Rindova, Violina</td>
<td>ST25</td>
</tr>
<tr>
<td>Ringlstetter, Max J.</td>
<td>ST46</td>
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<td>Rinkinen, Jenny</td>
<td>ST07</td>
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<tr>
<td>Rintamäki, Jukka</td>
<td>DW10</td>
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<tr>
<td>Riot, Elen</td>
<td>ST13, ST36</td>
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<tr>
<td>Ripamonti, Silvio Carlo</td>
<td>ST50</td>
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<td>Risi, David</td>
<td>PhD, ST21</td>
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<tr>
<td>Ristimäki, Päivi</td>
<td>ST50</td>
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<td>PhD</td>
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<td>Ritvala, Tiina</td>
<td>ST44</td>
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<td>Affiliation</td>
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<td>ST14</td>
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<td>DW07, ST23</td>
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<td>ST51</td>
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<td>Sander, Josué</td>
<td>ST07</td>
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<td>Santistevan, Diana</td>
<td>ST31</td>
</tr>
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<td>ST36</td>
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<tr>
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<td>ST44</td>
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<td>ST16</td>
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Université de Montréal
Campus Plan
Université de Montréal, Jean-Brillant Building

Venue Floor Plans

2nd Floor

Access from Decelles Building one floor below

B-2245

B-2285

Rue Jean-Brillant

Venue Floor Plans
Université de Montréal, Jean-Brillant Building

4th Floor

Elevator near Jean-Brillant entrance on the first floor

Rue Jean-Brillant
Université de Montréal, Faculté de l’aménagement Building

1st Floor

Main Entrance

Louis-Colin Entrance

A-1120