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Dear EGOSians,

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

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

We greatly appreciate the commitment of Wolfgang Ogrisek and the team at net-value, Vienna, Austria, in re-designing and re-launching the EGOS website as seamlessly as possible and resolving issues as they appeared. We also thank the 2009 EGOS Scientific Committee (Frank den Hond, David Seidl, João Vieira da Cunha and Luis Vives) who diligently reviewed the more than 200 re-routed short papers, identifying and placing high quality work in the regular and open Colloquium sub-themes.

Our gratitude goes particularly to Angelika Zierer-Kuhnle, EGOS Executive Secretary, and Thomas Crowe, EGOS Member Services Coordinator, for being always there for us – with their characteristic commitment and kindness – and offering great help throughout the whole preparation of the Colloquium and especially at critical moments. We are also thankful to Barbara Segura and Sascha Keen, from the ESADE Organizing Secretariat for their resourcefulness and long hours of hard work, as well as Gloria Mora and the rest of ESADE PR team for all their support. We also thank Paloma Bellés and Sergi Roca from our conference agency, AOPC, for being always on top of much needed details and for their professionalism and efficiency.

We are extremely appreciative of all the efforts and time invested by the convenors. Without their diligent work and dedication throughout the whole process, the Colloquium would not have been possible. Thanks also to the organizers of sub-plenary sessions and other pre-conference and conference events for their initiative and fresh ideas.

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

May the Colloquium begin!

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

Eero Vaara
EGOS CHAIR

EGOS ESADE Organizing Team

Eero Vaara  Silviya Svejenova  Alfons Sauquet  José Luis Álvarez  Luis Vives  Carles Roig
Francois Collet  Elena Bou  Jordi Trullén  Barbara Segura  Sascha Keen  Gloria Mora
Catalonia: destination for innovation and creativity

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

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

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

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

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

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

Josep Huguet Biosca
MINISTER OF INNOVATION, UNIVERSITIES AND ENTERPRISE
GOVERNMENT OF CATALONIA
Welcome to ESADE (Ramon Llull University)!

The institution that welcomes you here today was set up in 1958 and belongs to Ramon Llull University, comprising some of the longest established scientific centres in Spain and, indeed, Europe. As a university institution and business school, ESADE was launched with a clear purpose: to improve management practices and business culture in order to respond to the business and social needs of the moment. This affirmation has two implicit aspects that are worth highlighting: improving business practices and culture is an endeavour which undergoes constant change, and; responding to needs, not only business but also social needs, has a significant implication.

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

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

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

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

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

Carlos Losada
DIRECTOR GENERAL OF ESADE BUSINESS SCHOOL
Welcome to ESADE Business School!

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

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

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

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

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

Alfons Sauquet
DEAN OF ESADE BUSINESS SCHOOL

Dear EGOSians,

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

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

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

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

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

Silviya Svejenova
CHAIR OF THE 25th EGOS COLLOQUIUM
Organizing Committee at ESADE Business School
Silviya Svejenova (Chair)        Alfons Sauquet
José Luis Álvarez       Luis Vives
Carles Roig

ESADE Organizing Secretariat
Bárbara Segura           Sascha Keen

ESADE PR Director
Gloria Mora

EGOS Executive Secretariat
Angelika Zierer-Kuhnle        Thomas Crowe

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

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

Major sponsor
Ministry of Innovation, Universities and Enterprise, Generalitat of Catalonia

Sponsors
Sage Publications
Wiley

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

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

#### Venue

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

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

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

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

(see map of the area on page 256)

#### Transportation to the venue

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

- **Subway:** There are two underground stations situated near the campus:
  - Reina Elènida station (Line L6): from here you can walk to ESADE (10 min)
  - Maria Cristina station (Line L3): from here you can walk to ESADE (17 min) or take bus lines L63 or L78 (direction Sant Joan Despí).

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

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

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

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

**Program:**

- Welcome address by Eero Vaara (Chair of EGOS), Silviya Svejenova (Chair of the Organizing Committee), Alfons Sauquet (Dean of ESADE Business School) and official opening by the H. Sr. Josep Huguet (Minister of Innovation, Universitites and Enterprise, Generalitat of Catalonia).
- Concert by the Orchestra of Guitars of Barcelona.

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

Address: Sant Pere Més Alt, Barcelona.

- **Subway:** The nearest underground stations are Urquinaona (Line L1 and L4) and Catalunya (Line L1, L3 and all FGC lines).
- **Bus:** There are various bus routes with stops near the Palau de la Música Catalana: 17, 19, 40 and 45.

Please note that Colloquium participants are expected to make their own transport arrangements to arrive at the Palau de la Música Catalana on time.
### Colloquium registration desk
The registration and information desk is located in front of the main entrance of ESADE Building 2.

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
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</thead>
<tbody>
<tr>
<td>Wednesday, July 1</td>
<td>15:00–20:00</td>
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<tr>
<td>Thursday, July 2</td>
<td>07:30–16:30</td>
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<tr>
<td>Friday, July 3</td>
<td>08:00–18:00</td>
</tr>
<tr>
<td>Saturday, July 4</td>
<td>08:00–14:00</td>
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</tbody>
</table>

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

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

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
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<tr>
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<tr>
<td>Tuesday, June 30</td>
<td>08:00–18:00</td>
</tr>
<tr>
<td>Wednesday, July 1</td>
<td>08:00–16:00</td>
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</tbody>
</table>

### Technical equipment
All meeting rooms (classrooms) are equipped for PowerPoint projection only. Please migrate your presentation to the computer of your session room before the beginning of your session. Hostesses are available to help you on each floor of the three buildings in case you need technical support.

### Computer room and internet facilities
You are welcome to use the following computer rooms:

- ESADE Building 1 Room TIC 1 and TIC 4 Floor -1
- ESADE Building 3 Room CP -26 Floor B (-2)

(see floor plans on pages 251 and 255)

<table>
<thead>
<tr>
<th>Day</th>
<th>Time</th>
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<tbody>
<tr>
<td>Wednesday, July 1</td>
<td>08:00–19:00</td>
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<tr>
<td>Thursday, July 2</td>
<td>08:00–19:00</td>
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<tr>
<td>Friday, July 3</td>
<td>08:00–18:00</td>
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<tr>
<td>Saturday, July 4</td>
<td>08:00–16:00</td>
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### Wireless internet
During the entire Colloquium, free wi-fi internet will be available in each of the buildings. Simply connect to the ‘Tsunami’ network, no password is required.

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

<table>
<thead>
<tr>
<th></th>
<th>UP TO MAY 15</th>
<th>AFTER MAY 15</th>
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<tbody>
<tr>
<td>EGOS member 2009*</td>
<td>375€</td>
<td>450€</td>
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<tr>
<td>and/or convenor</td>
<td></td>
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</tr>
<tr>
<td>PhD student EGOS member 2009*</td>
<td>265€</td>
<td>450€</td>
</tr>
<tr>
<td>2009 student card photocopy required</td>
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</tr>
</tbody>
</table>

* EGOS membership fee for 2009 has to be already paid to EGOS Secretariat prior to registering for the Colloquium.

EGOS 25th Anniversary Dinner and Party at Maremagnum (Friday, July 3)

60€

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

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

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

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

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

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

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

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

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

- **Convenors' and Organization Studies' joint dinner**
  The dinner will take place in the Restaurant Brasserie Flo on Thursday night (July 2) at 20:30 just after the Opening celebration at the Palau de la Música Catalana.

  **Admission:** by invitation only.

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

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

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

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

- **EGOS 25th Anniversary dinner and party**
  The dinner will take place in the Maremagnum shopping and leisure complex on Friday night (July 3) at 20:30. Please note that the dinner is not included in the registration fee. Due to the limited capacity of the venue, the number of tickets available is restricted, and they will be provided on a first-come first-served basis. If you have bought a ticket in advance, your invitation card to the dinner will be included in your conference documents.

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

  **Address:** Moll d’Espanya, Barcelona.

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

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

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Hotels

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

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

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

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

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

<table>
<thead>
<tr>
<th>Hotel and category</th>
<th>Rate code</th>
<th>Single room</th>
<th>Double room</th>
<th>Breakfast</th>
<th>Deposit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Near to the venue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Princesa Sofia 5*****</td>
<td>A</td>
<td>144</td>
<td>168</td>
<td>Included</td>
<td>300</td>
</tr>
<tr>
<td>Rey Juan Carlos I 5*****</td>
<td>A</td>
<td>159</td>
<td>169</td>
<td>Included</td>
<td>300</td>
</tr>
<tr>
<td>Sansi Pedralbes 4****</td>
<td>B</td>
<td>118</td>
<td>118</td>
<td>17</td>
<td>250</td>
</tr>
<tr>
<td>HUSA Arenas 4****</td>
<td>B</td>
<td>126</td>
<td>126</td>
<td>9</td>
<td>250</td>
</tr>
<tr>
<td>HUSA Pedralbes 3***</td>
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All prices are per room/night in Euros
VAT of 7% not included

### Useful information

- **Attendance certificate**
  An attendance certificate is included in the conference documents.

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

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

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

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

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

- **Disclaimers**
  The 25th EGOS Colloquium and its agents have the right for any reason beyond their control to alter or cancel, without prior notice, the Colloquium or any of the arrangements, timetables, plans or other items relating directly or indirectly to the Colloquium. The Organizers and AOPC shall not be liable for any loss, damage, expenditure or inconvenience caused to participants and their belongings either during or as a result of the Colloquium or as a result of such alteration or cancellation.

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

- **Emergencies**
  The emergency phone number is 112, valid and free in the entire Spanish territory.
**Useful information**

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

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

**Shopping hours (estimate)**
Monday to Saturday from 10:00 to 13:30 /14:00 and from 16:30 to 20:00. Department stores do not close at midday.

**Transportation**

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

**How to get to the city from the airport by train:**
Line 10 of Renfe (the Spanish railway company) links the airport to the city in 32 minutes. The stops are: Airport - El Prat de Llobregat - Bellvitge - Barcelona Sants Railway Station - Barcelona Passeig de Gràcia (city centre) - Barcelona França Railway Station. This train runs from 6:00 to 22:30 and there is a train every 30 minutes. The price is €2.60.

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

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

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

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

See map of the area on page 256.

**Value Added Tax (VAT)**
VAT is charged at the official rate prevailing at the time of invoice. Neither the Organizers nor AOPC accepts responsibility for any changes, which may occur due to an official increase in VAT.
PhD Pre-Colloquium Workshop
June 29 – July 1

CONVENORS
Steven Grover, University of Otago, New Zealand
Jordi Trullen, ESADE, Spain

MAIN LOCATION
E3-0-0014
Coffee and lunch will be served in the garden located at
ESADE Building 3, Floor A, (Level -1)
Break-out rooms (for Feedback Groups on Tuesday, 13.30–16.00)
E3-B-B005; E3-B-B006; E3-B-B007; E3-B-B008; E3-B-B009;
E3-B-B010; E3-B-B011

FACULTY
Jean Bartunek, Boston College, USA
Christina Garsten, Stockholm University, Sweden
Hervé La Roche, ESCP-EAP, European School of Management, Paris, France
Michael Lounsbury, University of Alberta, Canada
Peer Fiss, University of Southern California, USA
Rafel Lucea, George Washington University, USA
Renate Meyer, Vienna University of Economics and Business Administration, Austria
Eero Vaara, HANKEN School of Economics, Finland
David Wilson, Warwick Business School, UK
Shaker Zahra, University of Minnesota, USA

Monday, June 29
15:00–16:30 Registration
16:30–18:00 Introduction to PhD workshop
   Steven Grover and Jordi Trullen
18:00–19:00 E3ADE Building 1, ESADEFORUM, Platea 1
   Opening address, jointly with the Early Career Workshop
   Profits for passion-maximizing: Business models and value creation
   in creativity-driven ventures
   Silviya Svejenova and Luis Vives, ESADE Business School
19:30–21:00 Welcome party
   E3ADE Building 1, Garden located in floor -1

Tuesday, June 30
9:00–10:30 Collaborative research with practitioners
   Jean Bartunek
10:30–11:00 Coffee break
11:00–12:30 Reviewing for academic journals
   Eero Vaara and David Wilson
12:30–13:30 Lunch
13:30–16:00 Discussion of participant research proposals.
   Feedback Groups:
   Jean Bartunek (E3-B-B005)
   Christina Garsten (E3-B-B006)
   Hervé La Roche (E3-B-B007)
   Rafel Lucea (E3-B-B008)
   Eero Vaara (E3-B-B009)
   David Wilson (E3-B-B010)
16:00–16:30 Coffee break
16:30–18:00 How to get published in international journals: The editor’s perspective
   Michael Lounsbury
19:00 ‘Glimpses of Barcelona’ tour
   Bus departs from ESADE 3 (tour will end at Restaurant Sal-Café)
20:30–23:00 Dinner at the beach
   Together with the Early Career Workshop
   Restaurant Sal-Café
   Address: Passeig Maritim s/n, 08003 Barcelona. Tel: 932 240 707.
   Near to the Hospital del Mar. The nearest metro station is ‘Ciutadella – Vila Olimpica’, Line 4. No transportation is provided by the Organization after dinner.

Wednesday, July 1
9:00–10:30 Making a contribution to knowledge
   Shaker Zahra
10:30–11:00 Coffee Break
11:00–12:30 Using quantitative tools for qualitative data
   Peer Fiss
12:30–13:30 Lunch
13:30–15:00 Having a successful career: Getting a job and getting started
   Peer Fiss, Steven Grover, Jordi Trullen, Shaker Zahra
Pre-Colloquium workshops

Early Career Pre-Colloquium Workshop
June 29 – July 1

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

MAIN LOCATION
E3-0-0012
Coffee and lunch will be served in the garden located in ESADE Building 3, Floor A, (Level -1)
Break-out rooms for Sessions 3, 4 and 6:
E3-B-B012 Group 1 with Renate Meyer
E3-B-B014 Group 2 with Michael Lounsbury
E3-B-B016 Group 3 with Candace Jones
E3-B-B018 Group 4 with Julia Balogun

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

Monday, June 29
15:00–16:30 Registration
16:30–18:00 Session 1: Introduction to the Early Career Workshop
Elena Bou and Vincent Mangematin
18:00–19:00 ESADE FORUM, Platea 1
Opening address, jointly with PhD Workshop
Profits for passion-maximizing: Business models and value creation in creativity-driven ventures
Silviya Svejnova and Luis Vives, ESADE Business School
19:30–21:00 Welcome party
ESADE Building 1, Garden located in floor -1

Tuesday, June 30
09:00–10:30 Session 2: Qualitative research
Julia Balogun
Circulate papers
10:30–10:45 Coffee break
10:45–12:45 Session 3: Group work (1)
13:00–14:00 Lunch
14:00–16:00 Session 4: Group work (2)
16:00–16:15 Coffee break
16:15–18:30 Session 5: The art of writing and publishing articles in international academic journals (lecture)
David Wilson
19:00 ’Glimpses of Barcelona’ tour
Bus departs from ESADE 3 (tour will end at Restaurant Sal-Café)
20:30–23:00 Dinner at the beach
Together with the PhD Workshop
Restaurant Sal-Café
Address: Passeig Marítim s/n, 08003 Barcelona. Tel: 932 240 707.
Near to the Hospital del Mar. The nearest metro station is ‘Ciutadella – Vila Olimpica’, Line 4. No transportation is provided by the Organization after dinner.

Wednesday, July 1
09:00–10:15 Session 6: Group work (3)
10:15–10:30 Coffee break
10:30–12:30 Session 7: Reviewing process. Letter from the editor; response letter to the editor and reviewers
Michael Lounsbury and/or Renate Meyer
12:30–14:00 Lunch
14:00–16:30 Session 8: Research project and life after the PhD. Luces y sombras de la vida academica/Lights and shadows of the academic life
Elena Bou and Vincent Mangematin
16:30–16:45 Session 9: Closing and wrapping up session
Art of Academic Reviewing Pre-Colloquium Workshop

**Wednesday, July 1**
09:00–12:00

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

**LOCATION**
E3-0-0018

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

Academic writing and publishing have received a great deal of attention in recent years, but this is not the case with reviewing for academic journals. This is unfortunate since reviewing is an essential element in research and publication processes in social sciences in general and in organization studies in particular. Reviewers act as referees and gatekeepers, and frequently determine the outcome of decision processes. Moreover, reviewers often play a crucial role in developing theoretical ideas and improving empirical analyses. Acting as a reviewer is a key part of being part of a scholarly community and network of colleagues. It involves opportunities to influence scientific discussions and their future directions, but also obligations and responsibilities in terms of quality control, fairness, and ability to see the potential in new ideas. For the second time, EGOS provides a pre-conference workshop that focuses on the practice of academic reviewing. This workshop is primarily intended for scholars in post-doc or more advanced stages of their scholars. The workshop consists of two parts: focused presentations of journal editors and leading scholars, and group discussions on specific topics. This workshop ends with a working lunch in the garden located in ESADE Building 3, Floor A (Level -1).

**Women’s network EGOS 2009 informal meeting**

**Wednesday, July 1**
18:00–19:30

**LOCATION**
E3-B-020

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

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

19:30

**Women’s network cocktail**
at
ESADE Building 3, Garden located in floor A (-1)

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

### Wednesday, July 1
- **15:00–20:00** Registration
  - In front of the main entrance of ESADE Building 2

### Thursday, July 2
- **07:30–16:30** Registration
  - In front of the main entrance of ESADE Building 2
- **09:00–10:30** Sub-themes session I
  - All buildings
- **10:30–11:00** Coffee break
  - All buildings
- **11:00–12:30** Sub-themes session II
  - All buildings
- **12:30–14:00** Lunch
  - All buildings
- **14:00–15:30** Sub-themes session III
  - All buildings
- **15:30–17:00** Workshop: ‘Industry meets academia: tagging as social classification in cyberspace (Sub-theme 11 only)
  - E1-2-20
- **15:30–16:30** ‘Meet the Editor’ meetings:
  - Organization Studies E1-0-Board room
  - Scandinavian Management Journal E1-0-Board room
  - M@n@gement E1-0-Board room
- **18:00–20:00** Opening celebration of the 25th EGOS Colloquium
  - Palau de la Música Catalana
  - No transportation is provided

### Friday, July 3
- **09:00–10:30** Sub-themes session IV
  - All buildings
- **10:30–11:00** Coffee break
  - All buildings
- **11:00–12:30** Sub-themes session V
  - All buildings
- **12:30–14:00** Lunch
  - All buildings
- **14:00–15:30** Sub-plenary sessions (all)
  - E1-0-Board room
  - E1-1-13
  - E1-2-26
  - E2-1-101
  - E2-1-119
  - E2-2-211
  - E2-3-317
- **15:30–16:00** Coffee break
  - Buildings 1 and 2
- **16:00–18:30** EGOS Award Celebration
  - Keynote speech 2: ‘Transnational law of rules: framing creativity or creative framing?’ by Marie-Laure Djelic
  - EGOS Honorary Member Award
  - Roland Calori Prize
  - EGOS General Assembly
- **18:30–20:00** Organization Studies Advisory Board meeting
  - No transportation is provided
  - E1-0-Board room

### Saturday, July 4
- **09:00–10:30** Sub-themes session VI
  - All buildings
- **10:30–11:00** Coffee break
  - All buildings
- **11:00–12:30** Sub-themes session VII
  - All buildings
- **12:45–13:00** Closing of the Colloquium
  - E1-ESADEFORUM
  - No transportation is provided
- **13:00–14:00** Lunch
  - All buildings
- **14:00–16:00** Viewing of Jim March’s film ‘Heroes and history: lessons for leadership from Tolstoy’s War and Peace’
  - E1-ESADEFORUM
- **14:00–16:00** EGOS Board meeting
  - E1-0-Board room
  - No transportation is provided
Passion for creativity and innovation
Energizing the study of organizations and organizing

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

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

We welcome divergent thinking and challenging questions that help ignite imagination and create spaces for the exchange of brave new ideas on organizing and organizations; explorations into forgotten areas and uncharted territories as well as exploitation of existing ideas with new interpretations and in different contexts; attention to peripheral themes that have the potential to move to the core of the field or to core themes that call for reinvention; discovering and bringing to the fore of opportunities for creative disruptions; focus on unusual organizational settings and new methods’ combinations; learning from other ‘languages’, those of philosophy, psychology, economics, and political science.
In his most recent book, From Higher Aims to Hired Hands: The Social Transformation of American Business Schools and the Unfulfilled Promise of Management as a Profession (2007: Princeton University Press), Rakesh Khurana chronicles the evolution of management as a profession, with particular focus on the institutional development of the MBA. His research is rooted in the question of how certain occupations within business (not just executive management, but also consulting, private equity, and investment banking) have come to require the MBA credential as a prerequisite for entry. The significance of this issue lies in its direct bearing on the question of how professional management has claimed and received legitimation for its role as the steward of a very substantial proportion of society’s material wealth and resources – a role that has itself been subject to changing interpretations over the decades since the phenomenon of professional management first appeared on the American scene.

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

DATE: Friday, July 3 14:00–15:30
LOCATION: E1-EF-Platea1
CHAIR: Stephen Ackroyd, Lancaster University Management School, UK
PRESENTERS: Göran Ahre, University of Stockholm, Sweden
Nils Brunsson, Stockholm School of Economics, Sweden
Jean-Claude Thoenig, Paris-Dauphine University, France

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

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

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

DATE: Friday, July 3 14:00–15:30
LOCATION: E1-1-013
PRESENTERS: Paul Adler, University of Southern California, USA
Yrjö Engestrom, University of Helsinki, Finland and University of California, San Diego, USA
Don Palmer, University of California, Davis, USA

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

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

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

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

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

DATE  
Friday, July 3 14:00–15:30

LOCATION  
E1-2-026

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

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

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

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

Action Research and the Practice Turn

DATE  
Friday, July 3 14:00–15:30

LOCATION  
E2-1-101

CHAIR  
Robert MacIntosh, University of Glasgow, UK

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

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

The strength of EGOS as a conference rests in the combination of genuine diversity (the 2009 Colloquium features 46 sub-themes) with an ability to hold detailed, deep and rich conversations with small groups of fellow researchers inside each theme. Sub-plenaries offer the opportunity periodically to bring together research communities who may be approaching similar concepts, themes or topics from different angles. In recent years, there has been growing interest in what is described as ‘the practice turn’ (see Whittington, 2006). This body of work takes as its starting point the importance of researching what managers or other organizational members actually do and has been represented in the work of previous EGOS SWGs and in SWG 5 this year. In parallel, a separate conversation has developed within the Action Research SWG over recent colloquia. Here the starting point has been the nature of the relationship between the researcher and the researched in our field. If the ‘practice turn’ points to the importance of understanding what managers or other organizational members actually do and has been represented in the work of previous EGOS SWGs and in SWG 5 this year.

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

Each speaker will present a paper or set of ideas from his/her research for 10-15 min. The presentations will be followed by a period of 20 minutes for questions, answers and general discussion with the audience.
Social Innovation in Europe: How Management Scholars Can Solve the European Innovation Paradox

DATE: Friday, July 3 14:00–15:30

LOCATION: E2-1-119

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

PRESENTERS:
- Can European firms offshore innovation? Arie Y. Lewin, Fuqua School of Business, Duke University, USA
- How to improve radical innovation performance? Fariborz Damanpour, Rutges University, New Warwick, USA
- The learning race for management innovations: how do they contribute to economic performance? Michael Møl, London Business School and University of Reading, UK
- How does knowledge creation, transfer and utilization impact on innovation: Europe vs. US? Max Boisot, Birmingham Business School, UK
- Actors, governance and the role of networks in solving the European paradox: the EIT case Alfons Sauquet, ESADE Business School (Ramon Llull University), Spain

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

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

**DATE**  
Friday, July 3  
14:00–15:30

**LOCATION**  
E2-2-211

**ORGANIZER**  
EGOS Women’s network

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

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

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

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

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

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

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

University Reforms in the European Higher Education Space

**DATE**  
Friday, July 3  
14:00–15:30

**LOCATION**  
E2-3-317

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

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

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

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

The goal of this sub-plenary is to discuss the current trends in the reforms of university systems in Europe. Current trends are made of initiatives to respond to four main issues affecting present university legitimacy as institutions: a) funding & governance, ongoing tensions about fund raising and State control over universities; b) firms’ increasing demand of usable research; c) students’ increasing demand of usability of university education in the labour market; d) societies’ increasing demand...
for an interpretation (and way-out) of the current socio-economic trends (and crisis). We argue that failing to provide such answers, as well as to play a role in shaping the political responses to such demands, would put at stake university legitimacy as institutions.

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

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

Meet the Editors of Organization Studies

DATE
Thursday, July 2 15:30–16:30

LOCATION
ESADE Building 1, Coffee-lunch Area B

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

Come and join us for a drink!

Meet the Editors of Scandinavian Journal of Management

DATE
Thursday, July 2 15:30–16:30

LOCATION
ESADE Building 1, Coffee-lunch Area C

The Scandinavian Journal of Management would like to invite all its friends to an informal get-together. Published by Elsevier, and currently in its 25th year, SJM provides an international forum for innovative and carefully crafted research on different aspects of management. Being Scandinavian is a frame of mind – it’s about creativity, openness and reflexivity … you are warmly welcome to join us for a drink!
Launch of the Unplugged Series in M@n@gement – EGOS 2009, Barcelona

‘Can we still fix M@n@gement? The narrow path towards a brighter future in organizing practices’
with Stewart Clegg, University of Technology, Sydney, Australia and William Starbuck, University of Oregon, USA

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

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

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

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

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

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

An Afterthought …
Viewing of the Film ‘Heroes and History: Lessons for Leadership from Tolstoy’s War and Peace’

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

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

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

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

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

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

SESSION I
Thursday, July 2 09:00–10:30
E3-1-1015
Institutional Contradictions And Innovations in Market Economies
CHAIR Ruth Aguilera
Richard Hall and Nick Wailes
Understanding national industrial relations systems as institutionally incomplete
Bas Koene, Hugo van Driel, Ola Bergström and Lars Walter
Institutional tensions as conditions for institutional experimentation and innovation – comparing the Netherlands and Sweden
Michael Faust
The shareholder value concept of the corporation and co-determination in Germany: Unresolved contradictions or reconciliation of institutional logics
DISCUSSANT Ruth Aguilera

SESSION II
Thursday, July 2 11:00–12:30
E3-1-1015
Changing and Conflicting Institutional and Sectoral Logics
CHAIR Peer Hull Kristensen
Eva Passarge and Raimund Hasse
Risk capital markets for biotechnology in Switzerland – a case of the incorporation and moulding of new institutional logics
Cornelia Storz
The Silicon Valley model for new industries? The emergence of the Japanese software and biotechnology industry
Christina Teipen
The video games industry in Poland, Sweden, and Germany between national business systems and transnational value chains
DISCUSSANT Peer Hull Kristensen
01 Sub-theme

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

SESSION V
LOCATION E3-1-1015
Friday, July 3 11:00–12:30
Contradictory Formal and Informal Logics: Institutional Change and Enterprise Behaviour
CHAIR Richard Whitley
Marianne Afanassieva
Managing institutional contradictions: Formal institutions in post-Soviet Russia vs. institutional legacy of the Soviet system
Elin Lerum Boasson
Industry change: Enhanced and constrained by multi-levelled institutional change
Laszlo Czaban
Unchanging firm behaviours when they are expected to change radically: The case of Hungary
DISCUSSANT Richard Whitley

SESSION VI
LOCATION E3-1-1015
Saturday, July 4 09:00–10:30
Contradictory Formal and Informal Logics: Institutional Change and Enterprise Behaviour
CHAIR Marc Ventresca
Eli Moen and Silja Korhonen-Sande
A new business system in the making? Path breaking trends in the Norwegian business system
Michal Frenkel, Aki-Mauri Huhtinen, Risto Tainio and Janne Tenari
Security threat and the structuration of national business systems: Finland and Israel compared
Ali Danisman and Bahattin Karademir
Institutional logics and rhetorics in a state-dependent business system: A study of TÜSIAD as a key economic actor in Turkey, 1971-2008
DISCUSSANT Marc Ventresca

SESSION VII
LOCATION E3-1-1015
Saturday, July 4 11:00–12:30
Conflicting Interests and Logics of Action at Different Levels
CHAIR Marianne Afanassieva
Luis Ortiz and Tony Royle
Diversity and ‘dominance effects’ in national business systems: Local competitors and multinational subsidiaries in the Spanish supermarket sector
Stephen Cox, Rachel Parker and Paul Thompson
Knowledge sharing and collaboration in the shadow of market competition: An analysis of multiple forms of economic coordination in the creative industries
Manuel Ahedo
The institutional shape of regional SME-based sectors in Spain
DISCUSSANT Marianne Afanassieva
Managing Networks

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

SESSION I
Thursday, July 2 09:00–10:30
E1-EF-Amfiteatre
Propensity to Cooperate
CHAIR Amalya Oliver
Terry L. Amburgey, Barak S. Aharonson and Daniel Tzabbarand
Heterophily in inter-organizational network ties
Daniele Mascia, Francesca Pallotti and Alessandro Lomi
Networks, niches and the propensity of organizations to collaborate
Daniel Uiterwijk and J. Ivar Kappert
Competing logics in international development and production networks

SESSION II
Thursday, July 2 11:00–12:30
E1-EF-Amfiteatre
Propensity to Cooperate
CHAIR Joaquín Herranz Jr
Peter Peverelli and Lynda Jiwen Song
Networks of inclusions: A Chinese entrepreneur building social capital
Denise van Raaij, Ulrik Brandes, Jürgen Lerner and Patrick Kenis
Will they stay or will they go? How the informal governance of WebICs predicts WebIC members’ dropout rates
Alexander Fläister and Florian Schloderer
Altruistic behaviour in employee networks
Stan Xiao Li and Andrew V. Shipilov
Transferability of alliance ties between networks

SESSION III
Thursday, July 2 14:00–15:30
E1-EF-Amfiteatre
Structure and Development
CHAIR Jörg Sydow
Olga Bruyaka
Alliance portfolio diversity: A new perspective on the concept and its measures
Yi-Ju Lo and Ming-Je Tang
Status difference, power difference, and inter-organizational collaboration
Daniele Mascia and Fausto Di Vincenzo
Measuring the dynamic of hospital competition: Empirical evidences from an Italian region
Andreas Al-Laham and Terry L. Amburgey
Strata mobility in inter-organizational networks

SESSION IV
Friday, July 3 09:00–10:30
E1-EF-Amfiteatre
Performance
CHAIR Terry L. Amburgey
Joaquin Herranz Jr
Logic models for network performance management
Alexander C. Smit, Maryse M.H. Chappin and Marius T.H. Meeus
The impact of managed and emergent network features on whole network outcomes
Sébastien Brion, Vincent Chauvet, Barthélémy Chollet, Mickaël Geraudel and Caroline Mothe
Team members’ network and the performance of new product development: The strength of strong ties
Stefano Denicoli and Antonella Zucchella
Exploring the alliance capability ‘black box’: A quantitative survey concerning the relation between network practices and firm innovativeness
Managing networks

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

Network Governance and Management
CHAIR Stan Xiao Li
Rosileia Milagres
Managing networks: The Genolyptus case
Irene Lammers, Ard-Pieter de Man and Mariann Jelinek
Inside the Tertius Gaudens: The case of ASML
Jörg Raab, Roy Neijland, Keith Provan and Miel Vugts
Network governance in the Dutch water sector. Testing propositions from Provan and Kenis 2008
Elena Bou, Angel Saz-Carranza, Francois Collet and Sabrina Moreira
Balancing unity and diversity in the governance of interorganizational innovation networks: Preliminary findings, propositions and empirical work

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

Network Governance and Management
CHAIR Peter J. Peverelli
Gordon Müller-Seitz, Jörg Sydow, Arnold Windeler and Knut Lange
Strategic leadership in heterarchical networks? A structuration perspective on leadership practices in the semiconductor industry
Dominique Philippe Martin and Patrick Navatte
Identifying managerial risk in collaborative research networks
Stefano Borzillo and Renata Kaminska-Labbé
Staying at the edge of chaos by stimulating organizational innovation through communities of practice

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

Keynote by Keith Provan and General Discussion and Conclusions
CHAIR Patrick Kenis
In this final session the keynote speech will be delivered by Keith Provan followed by a general discussion
Professional Service Organizations and Knowledge-Intensive Work

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

SESSION I
Thursday, July 2 09:00–10:30
E2-3-301
Understanding the Interrelationships Among the Professions, PSFs, and the Professionals
CHAIR Celeste P.M. Wilderom
Daniel Muzio and Ian Kirkpatrick
Reconnecting professional occupations and professional organisations
Michael Mohe, Stephanie Birkner, Jost Sieweke
Unrelated research isles or a discipline with many faces? An analysis of the state of the art in consulting research
Sébastien Gand Jean-Claude Sardas, Annika Schilling and Andreas Werr
Professional identities at stake. On the formation of professional selves in changing PSFs

SESSION II
Thursday, July 2 11:00–12:30
E2-3-301
Language of Management and Control in Professional Service Firms
CHAIR Huseyin Leblebici
Elin Anita Nilsen and Per-Harald Redvei
Steering and knowledge work: A comprehensible paradox
Laura Empson
Who do they think they are? On being a ‘non-professional’ in a professional service firm
Johan Alvehus and André Spicer
Financialization as a strategy of workplace control in professional services firms

SESSION III
Thursday, July 2 14:00–15:30
E2-3-301
Organizational Capabilities and the Innovation Process in Knowledge-Intensive Firms
CHAIR Celeste P.M. Wilderom
Stefan Heusinkveld, Jos Benders, Robert-Jan van den Berg and Claudia Groß
From market sensing to new practice development in PSFs: The role of information processing and organizational capabilities
Benjamin Hughes
Knowledge markets in consulting: A practice based research agenda for the industry’s critical innovation process
Bjørn Haugstad, Reidar Gjersvik and Arne L. Bygås
Idea work and types of activity systems in professional service firms
Markus Ejenäs, Philip Runsten and Andreas Werr
Heedful interrelating in professional service firm teams

SESSION IV
Friday, July 3 09:00–10:30
E2-3-301
Management and Governance of Knowledge Production Process
Chair Huseyin Leblebici
Elina Jaakkola
A general framework for professional service production
Markus Reihlen and Natalia Nikolova
A self-organizing theory of professional service production: The case of management consulting
Stefan Güldenberg, Antoinette Weibel and Ingo Bildstein
A contingency view on knowledge governance in knowledge-intensive work environments
Mehdi Boussebaa
Organizing across national borders: The case of ‘global’ projects in professional service firms
SESSION V
Friday, July 3  11:00–12:30
E2-3-301
The Role of Status, Expertise, and Legitimacy in Managing Professionals
CHAIR Celeste P. M. Wilderom
Marja Gastelaars and Ellen van Wijk
Creating spaces for personalized repertoires: Relating to professionalism, organizational involvement and situated action
Paul Buhanist, Tuukka Kostamo, Katri Kallio and Heli Talja
Middle management and distributed leadership in expert organizations
Maximiliane Wilkesmann, Alfredo Virgiliito and Uwe Wilkesmann
The impact of professional status differences on knowledge transfer in hospitals

SESSION VI
Saturday, July 4  09:00–10:30
E2-3-301
Evolution of Professional Norms and Value Orientations in Knowledge-Intensive Work
CHAIR Huseyin Leblebici
Joe O’Mahoney
The individualisation of ethics in the UK consulting industry
Alice Lam
‘Puzzle’, ‘Ribbon’, or ‘Gold’? Knowledge commercialisation and changing work orientations of academic professionals
Leena Wikmalm, Susanne Ollila, Alexander Styhre and Jonas Roth
Caught in the strange loop: Peer-to-peer positioning in a consulting firm
Frida Pemer
 Constructing failure and success: An empirical study of how management consulting projects are perceived in client organizations

SESSION VII
Saturday, July 4  11:00–12:30
E2-3-301
Managing Conflict and Commitment in Knowledge Intensive Organizations
CHAIR Celeste P. M. Wilderom
Cristina Canoro
Heterogeneous research groups: Managing diversity and conflict to improve performance
Juani Swart and Nick Kinnie
Managing multiple forms of commitment in professional service firms
Harmony Glinne
Consultants in temporary work agencies as professionals in tension – a preliminary approach
Alberto Francesconi, Gabriele Cioccarelli and Claudia Dossena
IT and organizational changes within professional organizations
Fostering Organizational and Societal Novelty Through Action Research

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

**SESSION I**
**Thursday, July 2**
**09:00–10:30**
**LOCATION**
E1-2-25
**Group Discussion**
**CHAIR**
Olav Eikeland

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

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

**Olav Eikeland**
Symbiotic learning systems

**SESSION II**
**Thursday, July 2**
**11:00–12:30**
**LOCATION**
E1-2-25
**Group Discussion**
**CHAIR**
Marc Bonnet

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

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

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

**SESSION III**
**Friday, July 3**
**09:00–10:30**
**LOCATION**
E1-2-25
**Group Discussion**
**CHAIR**
Thierry Nobre

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

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

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

**SESSION IV**
**Friday, July 3**
**11:00–12:30**
**LOCATION**
E1-2-25
**Group Discussion**
**CHAIR**
Olav Eikeland

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

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

Denise O’Leary
An examination of the research-practice gap in nursing and a proposed means of bridging it
04 Sub-theme

Fostering organizational and societal novelty through action research

SESSION VI
LOCATION
Saturday, July 4 09:00–10:30
E1-2-25
Group Discussion
CHAIR Michel Péron
Geralyn Hynes
The challenge of attending to different voices in co-operative inquiry in healthcare
Johan E. Ravn and Lisbeth Oyum
Collaborability: Developing organizational competitiveness through proficiency in communication and cooperation across organizational boundaries
Monica Rolfsen, Morten Halting and Jonas Ingvaldsen
Improving team work model through action research

SESSION VII
LOCATION
Saturday, July 4 11:00–12:30
E1-2-25
Group Discussion
CHAIR Marc Bonnet
Nina Amble and Elisabeth Gjerberg
Train the trainer – a key to success with reflection groups? How we developed the facilitators’ role and practice
Thierry Nobre and Caroline Merdunger-Rumpler
Innovating through hypertext reading of organizations by action research:
The case of hospital change
**Individuality in Strategizing Activity and Practice: Formulators, Implementers, Innovators**

**CONVENORS**

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

**SESSION I**

**Thursday, July 2** 09:00–10:30

**LOCATION** E1-EF-Platea 2

**The Planners**

Pascale Daigle and Linda Rouleau

- The constitution of strategic plans in artistic organizations: A conventionalist analysis
- Richard Whittington, Ludovic Cailluet and Basak Yakis-Douglas
- Strategists as analysts: Four stubborn decades of strategic planning

_This paper session begins with an introduction by the convenors_

**SESSION II**

**Thursday, July 2** 11:00–12:30

**LOCATION** E1-EF-Platea 2

**Emotion and Strategy** (paper session)

- Jane K. Matthiesen and Paula Jarzabkowski
- The role of conflict in strategy tasks
- Jason Azuma and Karen Golden-Biddle
- Emotional expression in the practice of strategy
- Feng Liu and Sally Mattis
- Emotion and strategizing: Exploring emotional dynamics and strategizing in a top management team

**SESSION III**

**Round Table**

**Thursday, July 2** 14:00–15:30

**LOCATION** E3-B-B006

**Round Table A: Strategy and the Society**

- Pamela Sloan and David Oliver
  - Stakeholders are people, too: Building effective stakeholder engagement practices
- Matthias Kipping and Ludovic Cailluet
  - Strategy in practice: Considering the outside (and the outcome) in research on strategy processes
- Henrika Franck-Möller
  - Strategy shaped by ethical intention in management narratives – a Ricoeurian perspective for exploring ethical intention in strategy talk
- Cécile Belmondo, Frédérique Dejean and Philippe Rozin
  - How individual networking practices influence organisational strategies: The case of the French auction market evolution from 2000 to 2008

**Round Table B: Strategic Leaders and Followers**

- Nicolas Arnaud
  - The communicational making of a relation-specific skill: Contributions based on the analysis of a conversation to strategy-as-practice and resource-based view perspectives
- Geneviève Musca, Marie Perez, Linda Rouleau and Yvonne Giordano
  - A practice view of strategic leadership in a highly risky and ambiguous environment: The Darwin expedition in Patagonia
- Simon Grand and Johannes Rüegg-Stürm
  - Gaining and changing strategic agency. An essay in a strategy as practice perspective
- Michal Lemanski and Shalini Rogbeer
  - Passion for creativity and innovation at the corporate periphery
PASSION FOR CREATIVITY AND INNOVATION

SESSION IV
Friday, July 3 09:00–10:30
LOCATION E1-EF-Platea 2
Strategic Change, Execution and Coordination (paper session)
Julia Balogun and Jean Bartunek
When the bus conductors refuse to drive or even ride: Personal loss and strategic change
Cécile Godé-Sanchez
Coordination in volatile environments: How do fighter pilots ‘strategizing’ through their coordination practices?
Tomi Laamanen and Samuli Skurnik
Strategists sensemaking of strategy execution: A multi-layered view of strategy execution challenges

SESSION V
Friday, July 3 11:00–12:30
LOCATION E1-EF-Platea 2
Round Table (paper session)
Phyl Johnson and Annie Pye
The practice of non-executive directing: Their work in their words
Duncan Angwin and Sotirios Paroutis
Understanding the role of senior strategy directors: Connecting strategy in large firms
Peet Venter and Alex Wright
‘I think therefore I strategize’: One South African middle manager’s journey towards becoming a strategist

PASSION FOR CREATIVITY AND INNOVATION

LOCATION E3-B-B008
Round Table C: Creativity and Innovation
Rita Järventie-Thesleff and Johanna Moisander
Corporate branding as a chain of organizational sensemaking and sensegiving activities: A practice perspective
Philippe Mouricou
All by myself? French radio programmers’ praxis of competitive imitation
Patrick Regnér and Claes Bohman
Strategy innovation: Organizational vs. extra organizational practitioners, practices and praxis
Torsten Schmid
Organization design and architectural innovation: Exploring the nuances of structural ambidexterity

LOCATION E3-B-B010
Round Table D: Discourse
Maurizio Floris and David Grant
The narrow margins of the CEO: Discursive practices and strategizing with external actors
Eero Vaara, Claus Jacobs and Saku Mantere
Why do some strategic ideas take on and others not? An integrative discursive framework
Isabelle Corbett and Éléonore Mounoud
Individuality in strategizing activity and practice: Formulators, implementers, innovators.
Karim Mazouli
Strategic discourse and modes of action within the organisation

LOCATION E3-B-B012
Round Table E: Power and Politics
Andrea Whittle and Frank Mueller
Strategy, enrolment and accounting: The politics of strategic ideas
Ole Hope
The politics of middle management sensemaking and sensegiving
Nina Katrin Hansen and Willi Küpper
Power strategies and power sources of management: The micropolitics of strategizing
Martijn van der Steen, Mark van Twist and Rik Peeters
Political strategists? Making sense of the work of political assistants in Dutch government
SESSION VI
Saturday, July 4  09:00–10:30
Round Table

LOCATION E3-B-B005
Round Table A: Narrative and Identity
Anne Reff Pedersen and Eero Vaara
Strategy, time and space: A Bakhtinian perspective on the construction of strategy narratives
Robert Chia and Robin Holt
The three senses of “self” in strategy research
Mikko Vesa
Strategizing to rock your pixels. On the iterative narration of strategy, superheroes and the entourage
Stéphanie Dameron-Fonquernie and Christophe Torset
Strategists by themselves: Top managers, experts and middle managers

LOCATION E3-B-B006
Round Table B: Theoretical Openings
Marlei Pozzebon
Envisaging a technology-as-practice community: Revisiting practice-oriented views in IS research
Pikka-Maarit Laine and Johanna Moisander
Strategy as the inherent logic of employee work practices – rethinking strategic agency in SAP research
Laure Cabantous and Jean-Pascal Gond
Exploring the dynamics of performative praxis: A study of decision analysis institutionalization
Tomasz Szczerski
Strategy praxis as gaming. On the social dynamics of collective strategizing

LOCATION E3-B-B008
Round Table C: Strategy Discussions and Strategy Making
Mikael Lundgren and Martin Blom
The practice of strategy consultants
Kirsi Lainema
From reporting to reflection – an analysis of the development of meeting discussion practices at top management meetings
Christina Hoon
Metaphors as sensemaking practices in strategy making
Suela Haxhiraj
Shaping strategy: An explorative study of strategy consulting practices

SESSION VII
Saturday, July 4  11:00–12:30
Panel Discussion

LOCATION E3-B-B010
Round Table D: Knowledge and Knowledge-Intensive Organizations
Nicoline Frølich and Bjørn Stensaker
Preparing for strategy. The micro-sociology of strategy formulation in universities
Esther Tippmann, Pamela Sharkey-Scott and Vincent Mangematin
Don’t store it, search for it: How organizations can encourage middle managers to search for distributed knowledge
Linh Chi Vo and Éléonore Mounoud
The experience of being a knowledge manager in a multinational: A pragmatic perspective
March-José Avenier
Drawing upon practitioners’ experience to construct academic knowledge about strategizing: An integrative methodological framework

LOCATION E3-B-B012
Round Table E: Planning and Systems
Ignacio Canales and William Wooldridge
Sources of selection in strategy making
Debbie Harrison
From bold to reinforcement: The micro practices of strategy development shaped in a project setting
Victor Meyer Jr. and Lucilaine Pascucci
Implementing strategies in complex systems: lessons from Brazilian hospitals
Carola Wolf
The boon and bane of routinized strategic planning processes – a middle management perspective

SESSION VII
Saturday, July 4  11:00–12:30
Panel Discussion

LOCATION E1-EF-Platea 2
Panel Discussion
This session contains the closing of the year’s SWG
Love and Hate: Forms of Attachment to the Objects of Work

SESSION I
Thursday, July 2 09:00–10:30
E3-A-A019
Ann L. Cunliffe and Christine Coupland
A passion for scholarship
Erik Axel, Poul Bitsch Olsen and Lars Fuglsang
Workshop: Motivation at work, the complexity of attachment to the objects of activity

SESSION II
Thursday, July 2 11:00–12:30
E3-A-A019
Kate Kenny
Passionate attachments at work
Emma Jeanes
Passion and the gift of excess
Katie Sullivan
(Dis)Passionate desire: Crafting ‘professional’ massage therapy

SESSION III
Thursday, July 2 14:00–15:30
E3-A-A019
Monica Lindgren and Johann Packendorff
Love, hate and projects: On passion, obsession and depression in project-based work
Kjersti Bjorkeng
Business and pleasure – on integrating diversities in organizational practices
Ann-Charlotte Stenberg, Christine Räisänen, Sven Gunnarson and Max Rapp Ricciardi
Passion as a substitute for formal education in knowing and learning processes
Love and hate: forms of attachment to the objects of work

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

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

Diane Skinner
Attachment to organic farming principles: Surviving the pain

Piers Myers
Situated emotion and organizational change
Organizing the Public Sector: Governance and Public Management Reform

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

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

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

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

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

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

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

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

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

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

_One of these four papers will be moved to the first session_
Organizing the public sector: governance and public management reform

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

Professions and Professionals
CHAIR Christine Teelken
Rose Wong and Marcus Ho
Managing public sector scientific professionals for innovation
Peter Kragh Jespersen and Heidi Houlberg Salomonsen
Changing professional autonomy in contexts of institutional change
Mirko Nordegraaf, Martijn van der Meulen and Bas de Wit
Reinventing management. The professionalization of managerial work in public and non-profit domains

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

Public Management Reform
CHAIR Ewan Ferlie
Marta Trotta
Reform in progress. Organizing and work practices in an Italian public administration
Mairi Watson and Aoife McDermott
Creatively constructing context in response to public management reform
Maurizio Decastri, Luca Gnan, Alessandro Hinna and Danila Scarozza
Governing public organizations innovations: Interactions and dynamic power influences
Tony Bovaird
Strategic commissioning: Innovative coordination mechanism or new straitjacket?
Institutions and Knowledge: The Role of Materiality

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

SESSION I
Thursday, July 2
09:00–10:30
E3-1-1016
Opening Salvos: Institutions and Materiality
CHAIR Michael Lounsbury
- Michael Lounsbury and Renate Meyer
Welcome and introduction
- Trevor Pinch
  Goffman’s hidden theory of materiality
- Susan V. Scott and Wanda J. Orlikowski
  ‘Getting the truth’: Exploring the material grounds of institutional dynamics in social media

SESSION II
Thursday, July 2
11:00–12:30
E3-1-1016
Institutional Dynamics: Change and Fluidity
CHAIR Renate Meyer
- Patrick A.M. Vermeulen
  Bricks, buildings and bullies: Material struggles in concrete recycling
- Karin Ben Slimane, Bernard Forgues and Steve Maguire
  Institutional maintenance, defense and counter-entrepreneurship by incumbents in technological fields: The interplay of materiality and discourse
- Raghu Garud, Barbara Gray and Philipp Türtscher
  An inquiry into an epistemic incident around authorship norms: Atlas collaboration at Cern

SESSION III
Thursday, July 2
14:00–15:30
E3-1-1016
Micro-Processes
CHAIR Michael Lounsbury
- Silvia Dorado
  A ‘peopled’ view of why actors engage in institutional work. The case of the emergence of commercial microfinance in Bolivia
- Bryant Hudson, Gerardo Okhuysen and Dara Szlykowicz
  Pay no attention to the organization behind the curtain: The enactment and dance of organization images of men’s bathhouses
- Eva Boxenbaum and Thibault Daudigeos
  Theorization as strategy: How actors shape the institutionalization of new technologies

SESSION IV
Friday, July 3
09:00–10:30
E3-1-1016
Knowledge: Carriers and Objects
CHAIR Renate Meyer
- Erica Coslor
  The price biography: Online art pricing services and partial transparency in the market for contemporary art
- Luca Verzelloni
  Knowing in an institution: The role of the judicial fascicules in the Italian Courts of Justice
- Roberta Bernardi
  The role of institutions and IT artefacts in the restructuring of a health information system in Kenya

SESSION IV
Friday, July 3
09:00–10:30
E3-B-B014
Between the Institutional and Material
CHAIR Nicole Biggart
- Enrico Attila Bruni and Giusi Orabona
  Organizational safety: Between institutional and material practices
- Giuseppe Delmestri
  Brands as embodiments of institutional logics: An international study of universities
- Josephine Stomp
  U.S. Auto: An exploration of the hazards of materiality for legitimacy and field survival
**SESSION IV**  
**Friday, July 3  09:00–10:30**  
**E3-B-B016**  
**Parallel Stream C  Innovation Dynamics**  
**CHAIR Michael Lounsbury**  
Ursula Offenberger and Julia Nentwich  
The institutional reflexivity of gender and technology: Theoretical tensions and empirical challenges  
Henri Schlidt, Mikko Valorinta and Juha-Antti Lamberg  
Cascading isomorphism in Finnish retail sector: Technology as a catalyst of institutional change  
Robin Gustafsson  
Towards a conceptual framework for analyzing institutional properties of technology at field level

**SESSION V**  
**Friday, July 3  11:00–12:30**  
**E3-1-1016**  
**Parallel Stream C  Logics and Professionals**  
**CHAIR Renate Meyer**  
Lianne M. Lefsrud and Renate Meyer  
Science or science fiction? Considering the materiality of climate change through professionals logics, framing and agency  
Karen Patterson and Marvin Washington  
Manifestations of alternative logics in chiropractic and golf  
Meng Zhao and Marc J. Ventresca  
Incorporating configuration research with organizational field studies: Evidence from European venture philanthropy, 1993-2008

**SESSION VI**  
**Friday, July 3  09:00–10:30**  
**E3-B-B014**  
**Parallel Stream B  Strategy and Agency**  
**CHAIR Royston Greenwood**  
Juha Laurila and Juha-Antti Lamberg  
In-between institutional templates: The role of deviating strategic actions in industry evolution  
Aafke G.M. Raaijmakers, Marius T.H. Meeus and Patrick A.M. Vermeulen  
Children without bruised knees: Actors’ responses to institutional contradictions  
Bernard Leca, Jean-Pascal Gond, Frédérique Déjean and Isabelle Huault  
Bringing materiality into institutional analysis: The role of artifacts in the institutional entrepreneurs’ strategies and their interplay with discourse

**SESSION VII**  
**Saturday, July 4  11:00–12:30**  
**E3-1-1016**  
**Institutionalization Processes**  
**CHAIR Renate Meyer**  
Trish Reay, Beth Goodrick, Guiseppe Delmestri, Davide Nicolini, Petra Adolfsson and Kajsa Lindberg  
Institutional logics and material practices: International comparisons of retail pharmacy  
Shazad Ansari, Kamal Munir, Paul Tracey and Tina Dacin  
Mobile telephony: materialization of a market  
Davide Ravasi, Violina Rindova and Ileana Stigliani  
From history to heritage: Corporate museums and the institutionalization of organizations

**SESSION VIII**  
**Saturday, July 4  11:00–12:30**  
**E3-1-1016**  
**Finale**  
**CHAIR Michael Lounsbury and Renate Meyer**  
Final discussion: Seeded by Nicole Biggart, Royston Greenwood and Trevor Pinch  
The case of universities in England
Lessons from the Life Sciences: Examining Pharmaceuticals, Biotechnology and Beyond

CONVENSORS
Fiona Murray, Massachusetts Institute of Technology, Boston, USA
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Walter W. Powell, Stanford University, California, USA
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lsoasa@london.edu

SESSION I
Thursday, July 2
09:00–10:30
E3-0-0014
Comparative Studies of National Systems
CHAIR Fiona Murray, Lourdes Sosa and Woody Powell
Carolin Häussler and Jeannette Colyvas
Breaking the ivory tower
Lori de Paauw
Search mechanisms in forming founding teams: A comparative study of British and Dutch biotechnology start-ups
Simcha Jong
The age of industrial science and the gentleman scholar: The rise of biotechnology

DISCUSSANT Fiona Murray

SESSION II
Thursday, July 2
11:00–12:30
E3-0-0014
Governance, Organizational Design and Innovation
CHAIR Fiona Murray, Lourdes Sosa and Woody Powell
Diana Mangalagiu, Nils Ferrand, Christopher Wasden and Richard Manning
Accelerating biopharma innovation through market discipline: An agent-based model of the pharmaceutical complex adaptive system
Lars Bengtsson, Anna S. Nilsson and Annicka Rickne
Collaborative structures in early-stage biotech research commercialization
Aaron Chatterji and Kira Fabrizio
How do firms 'use' users? Collaborative innovation in the medical device industry
Lourdes Sosa
High-risk radical innovation and the role of de novo firms in creative destruction

DISCUSSANTS Carolin Häussler and Woody Powell

SESSION III
Thursday, July 2
14:00–15:30
E3-0-0014
Governance and Alternative Models of Organizing in Biotechnology
CHAIR Fiona Murray, Lourdes Sosa and Woody Powell
Raimund Hasse and Eva Passarge
Against a world model for radical innovations? The orchestration of Swiss biotechnology by pharmaceutical companies
Claire Champenois
The ‘rationalized entrepreneur’ model. Conclusions from the German entrepreneurship dynamic in biotechnology
Michael Hopkins, Rocío Alvarez-Tinoco, Paul Nightingale and Charles Baden-Fuller
Servants in drug discovery and development: A neglected organizational form for biotech firms

DISCUSSANT Aaron Chatterji

SESSION IV
Friday, July 3
09:00–10:30
E3-0-0014
Microfoundations in Life Sciences R&D
CHAIR Fiona Murray, Lourdes Sosa and Woody Powell
Séverine Louvel
Is it really worth it? PhD students and supervisors' principles for evaluating doctoral studies in the life sciences
Kevyn Yong
Creativity in Interdisciplinary networks
Onal Vural, Linus Dahlander and Gerard George
Collaborative benefits and coordination costs: Learning and capability development in science

DISCUSSANT Jeannette Colyvas
### SESSION V

**Friday, July 3 11:00–12:30**  
**LOCATION** E3-0-0014  
**Comparative Studies of Academic vs. Industrial Systems**  
**CHAIR** Fiona Murray, Lourdes Sosa and Woody Powell

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

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

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

**DISCUSSANT** Michael Hopkins

### SESSION VI

**Saturday, July 4 09:00–10:30**  
**LOCATION** E3-0-0014  
**Industrial and Regional Clusters**  
**CHAIR** Fiona Murray, Lourdes Sosa and Woody Powell

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

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

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

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

**DISCUSSANTS** Andrew Nelson and Simcha Jong

### SESSION VII

**Saturday, July 4 11:00–12:30**  
**LOCATION** E3-0-0014  
**Formal and Informal Institutional Systems in the Life Sciences**  
**CHAIR** Fiona Murray, Lourdes Sosa and Woody Powell

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

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

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

**DISCUSSANT** Lourdes Sosa

**Wrap-up**
Energizing Energy Markets: Institutions, Devices and Experiments

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

**SESSION I**
**Thursday, July 2 09:00–10:30**
**LOCATION** E2-2-204
**Institutions, Devices and Experiments**
**CHAIR** Petter Holm, Peter Karnøe and Fabian Muniesa

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

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

**SESSION II**
**Thursday, July 2 11:00–12:30**
**LOCATION** E2-2-204
**Institutions, Devices and Experiments**
**CHAIR** Petter Holm, Peter Karnøe and Fabian Muniesa

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

Tim Newton
Carbon markets: Creation or product?

**SESSION III**
**Thursday, July 2 14:00–15:30**
**LOCATION** E2-2-204
**Institutions, Devices and Experiments**
**CHAIR** Petter Holm, Peter Karnøe and Fabian Muniesa

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

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

**SESSION IV**
**Friday, July 3 09:00–10:30**
**LOCATION** E2-2-204
**Institutions, Devices and Experiments**
**CHAIR** Petter Holm, Peter Karnøe and Fabian Muniesa

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

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

**SESSION V**
**Friday, July 3 11:00–12:30**
**LOCATION** E2-2-204
**Institutions, Devices and Experiments**
**CHAIR** Petter Holm, Peter Karnøe and Fabian Muniesa

Kathrine Tveiterås
The present value of an uncertain future

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

**SESSION VI**
**Saturday, July 4 09:00–10:30**
**LOCATION** E2-2-204
**Institutions, Devices and Experiments**
**CHAIR** Petter Holm, Peter Karnøe and Fabian Muniesa

Ariane Debourdeau
The carbon economy of solar photovoltaic

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

**SESSION VII**
**Saturday, July 4 11:00–12:30**
**LOCATION** E2-2-204
**Institutions, Devices and Experiments**
**CHAIR** Petter Holm, Peter Karnøe and Fabian Muniesa

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

Jan-Peter Voß
Constructing energy policy instruments: Innovation journeys of emissions trading and network access regulation
From Market to Industry Categories: The Institutionalization of Competitive Arenas

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

SESSION I
Thursday, July 2  09:00–10:30
E1-2-20
Round Table
CHAIR Filippo Carlo Wezel
PANELISTS Tal Simons and Hans Pennings

SESSION II
Thursday, July 2  11:00–12:30
E1-2-20
Group Discussion
CHAIR Damon Phillips
Steven Kahl, Young-Hyu Kim and Damon J. Phillips
Patterns of early adoption and the rise of the Jazz Canon (1920-29)
Jeroen Kuilman and Filippo Carlo Wezel
Organizational names, labels and form emergence
Balázs Kovács
The similarity structure of organizational populations

SESSION III
Thursday, July 2  14:00–15:30
E1-2-20
Group Discussion
CHAIR Hans Pennings
Nina Granqvist, Stine Grodahl and Jennifer L. Woolley
Executives’ labeling strategies in emerging domains of activity: Constructing and using nascent market labels
Alex Bitektine
Institutional strategies and industry emergence
John M. Usher and Thomas J. Cottrell
Niche crowding and the dynamics of competitive heterogeneity

SESSION IV
Friday, July 3  09:00–10:30
E1-2-20
Group Discussion
CHAIR Peer C. Fiss
Peer C. Fiss and Mark Thomas Kennedy
Market framing and the creation of online advertising exchanges
Min Liu and Erik R. Larsen
David against Goliath, again! Identity construction and resource partitioning
Charles Kirschbaum and Ana Carolina Andrade
Category structures from Approval and Rejection: The case of Brazilian rap

SESSION V
Friday, July 3  11:00–12:30
E1-2-20
Group Discussion
CHAIR László Pólos
Mark Fletcher, Glenn C. Carroll, Michael T. Hannan and László Pólos
Middle status conformity and the emergence of organizational forms
Sylvaine Castellano and Olga Ivanova
Status as classification system – application to the French wine sector
Fabiana Visentin and Alessandro Lomi
Whether close or far: Organizational similarity, categorical distinctiveness and performance in the Swiss banking industry 1936-2002

SESSION VI
Saturday, July 4  09:00–10:30
E1-2-20
Group Discussion
CHAIR Tal Simons
Tünde Leveleki and László Pólos
On the revival of boutique wine making in Hungary
Richard Jong-A-Pin and Iván Orosa Paleó
God is my DJ – classification and popularity of events in the Dutch dance electronic music: One empirical analysis
Dean Plenderes and Joeri Mol
Organizational emergence and categories beyond institutions: Institutional logics in post-mortem examination
11 Sub-theme
From market to industry categories: the institutionalization of competitive arenas

SESSION VII
Saturday, July 4 11:00–12:30
E1-2-20
Group Discussion
CHAIR Glenn Carroll

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

Soorjith Illickal Karthikeyan
Identity by recombination: The case of liberal democrats and audience attention in British politics, 1945-2005
Flashpoints, Crossroads, and Fateful Choices: Towards an Event-Based View of Strategizing

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

SESSION I
Thursday, July 2 09:00–10:30
E3-B-B021
Sharon A. Alvarez, Simon Parker and Jay B. Barney
Opportunities and rents: The relationship among routines, path dependence, and sustained competitive advantage

SESSION II
Thursday, July 2 11:00–12:30
E3-B-B021
Svetlana Serdukov
Strategizing in the transition economy: Interpreting events and breaking the limits
Sergio Seloti and Mário Aquino Alves
Strategic alliance formation as a sensemaking event

SESSION III
Thursday, July 2 14:00–15:30
E3-B-B021
Yasemin Y. Kor and Andrea Mesko
Building dynamic managerial capabilities: Reconfiguration of TMT and the firm’s dominant logic
Zenin Kwee, Frans A.J. van den Bosch and Henk W. Volberda
Pacing organizational change events towards sustained strategic renewal.
A longitudinal study of oil industry, Shell and BP

SESSION IV
Friday, July 3 09:00–10:30
E3-B-B021
Israel Drori and Benson Honig
From boom to bust and from bust to boom: A comparison of organizational emergence during unusual business cycles
Fulya Sarvan, Tugba Gürçaylılar Yenidogan, Eren Durmus Arici and Onur Dirlik
The emergence of the yacht building sector at Antalya free trade zone as an event-based collective strategy

SESSION V
Friday, July 3 11:00–12:30
E3-B-B021
Yuri Mishina, Bernadine Johnson Dykes, Emily S. Block and Timothy G. Pollock
The dark side of positive firm outcomes: Why ‘good’ firms sometimes do bad things
Lakshmi Balachandra
Responding to the unexpected: Improvisation as event-based strategizing

SESSION VI
Saturday, July 4 09:00–10:30
E3-B-B021
Muriel Mignerat and Luc K. Audebrand
Field-configuring institutional work in mega-events: The 2008 UEFA European Football Championship
Murat Akpinar
Integrating contingency, strategic choice and collective action perspectives to better understand responses to threat events from the environment

SESSION VII
Saturday, July 4 11:00–12:30
E3-B-B021
Gregory B. Vit
Junk is junk: Explaining financial fraud and innocent fraud using alternative event-based strategizing models
Nermeen Mustafa and Joseph Lampel
Crisis and organizational identity: A narrative perspective
The Social Dynamics of Standardization

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

SESSION I
Thursday, July 2  09:00–10:30
E1-EF-Platea1
Standards and standardization
CHAIR Marc Ventresca
Nils Brunsson, Andreas Rasche and David Seidl
Opening remarks and welcome
Kai Jakobs
Shaping ICT standards – a glimpse into standards bodies’ working groups
Ian Graham
New standardisation: The emergence of new processes for negotiating standardisation

SESSION II
Thursday, July 2  11:00–12:30
E1-EF-Platea1
Transnational Governance: Challenges for Standardization
CHAIR Andreas Rasche
Laura J. Spence and Michael Bourlakis
Unilateral standards for social responsibility: Corporations as social watchdogs?
Kristina Tamm Hallström and Magnus Bostrom
Stakeholder power and the role of power resources and categorizations in transnational multi-stakeholder standard setting
Andrea Mennicken
Civilizing through standards
### SESSION IV

**Friday, July 3 09:00–10:30**

**LOCATION**: E3-B-B006

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

**CHAIR**: Nils Brunsson

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

- Alison Kemper
  - Heisenberg’s Principals

- Staffan Furusten
  - Standards, and other attributes for ordering

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

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

**CHAIR**: Dana Brown

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

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

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

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

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

**CHAIR**: Laura Spence

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

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

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

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

**CHAIR**: Kai Jaboks

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

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

- Tobias Kretschmer and Katrin Mühlfeld
  - The timing of pre-market standardization
SESSION V
Friday, July 3 11:00–12:30
E3-B-B005
Parallel Stream A: Dynamic Perspectives on Standards and Standardization II
CHAIR Jochen Koch
Afshin Mehrpouya
Soft laws and the Sovereign Wealth Funds. The effect of national context on the response to information disclosure requests
Irene Lorentzen Hepsø and Vidar Hepsø
Co-creation of standards as circulation
João Antonio de Souza e Silva and Helio Arthur Reis Irigaray
The humanitarian reform and its cluster approach: Dynamics of implementing standardization in humanitarian crises

SESSION V
Friday, July 3 11:00–12:30
E3-B-B006
Parallel Stream B: The Standardization of Technology II
CHAIR Alan Lowe
Shu Gao and Harro van Lente
Competing standards: The case of transition from single standard to multiple standards in the Chinese mobile communication sector
Gina Dokko, Amit Nigam and Lori Rosenkopf
Keeping steady as she goes: A negotiated order perspective on technological change
Sandrine Virgili and Frédéric Bornarel
ERP technologies, between standardization and sociotechnical hybridation: A constructivist study applied to an ERP development in a leader enterprise

SESSION V
Friday, July 3 11:00–12:30
E3-B-B008
Parallel Stream C: The Global-Local Link within Standardization
CHAIR Magnus Boström
Marc van Wegberg
Integration of global agents in local communities: The effect on de facto standardization
Stephan Manning and Oliver von Hagen
Linking local experiments to global standards: How project networks promote global institution building
Jean-Christophe Graz
Standardisation and the rise of a global service economy

SESSION V
Friday, July 3 11:00–12:30
E3-B-B010
Parallel Stream D: Standardizing Management (Education)
CHAIR Kristina Dahlin
Ilya Okhmatovskyi and Robert J. David
Setting your own standards: Internal corporate governance codes as a response to institutional pressure
Andreas Diedrich and Fredrik Lavén
Standardizing management or competence? The case of the management system for competence support (SS 62 40 70)
Anne Herbert and Sari Stenfors
Who chooses to adopt standards? A case of business school standards
Bertrand Venard
Informal and formal standards: The influence of accounting standards and audits on corruption
Sub-theme 13
The social dynamics of standardization

SESSION V
LOCATION
Saturday, July 4 09:00–10:30
E1-EF-Platea1
Stakeholder Perspectives on Standardization
CHAIR Steven J. Kahl
Henk J. de Vries, Vladislav V. Fomin and Jan Dul
International standardization in a multi-stakeholder environment – how a stakeholder can pursue influence
Knut Blind, Stephan Gauch and Richard Hawkins
How stakeholders view the impacts of international ICT standards
Dana Brown, Marc M. Ventresca and Ignasi Marti
The context of standards and standardizing processes: Institutional regimes of governance in the emerging carbon markets

SESSION VI
LOCATION
Friday, July 3 11:00–12:30
E3-B-B012
Parallel Stream E: Standardization and Innovation
CHAIR Tineke M. Egyedi
Christopher Wright, Andrew Sturdy and Nick Wylie
Management innovation as standardization and control – the role of internal consultants
Richard Tee and Eric J. Iversen
Organizational design and the changing role of standardization: A study of the Symbian alliance
Andrea Fried, Petrie F. Coetzee and Lars Günther
The effects of standardization on innovation in software development

SESSION VII
LOCATION
Saturday, July 4 11:00–12:30
E1-EF-Platea1
Closing Panel:
Standards: What’s in a Name?
CHAIR David Seidl
Günther Ortmann
Shifting baselines, practical drift, normalization of deviance: On drifting standards
Steven J. Kahl and Damon Philips
Rule compliance: Its social determinants and implications
CLOSING PANEL Nils Brunsson, Günther Ortmann and Marc M. Ventresca
**SESSION I**

**Thursday, July 2**

**09:00–10:30**

**LOCATION** E3-0-0012

Ha Hoang and Hakan Ener

When and where do firms explore? Product development in an entrepreneurial context

**DISCUSSANT** Daniel Tzabbar

Joanne Zhang and Charles Baden-Fuller

Triggering initial search: Path and a false sense of ‘knowledge sameness’

**DISCUSSANT** Enrico Forti

**SESSION II**

**Thursday, July 2**

**11:00–12:30**

**LOCATION** E3-0-0012

Wolfgang H. Güttel and Stefan W. Konlechner

Exploring the context of contextually ambidextrous organizations

**DISCUSSANTS** Silvia Massini

Enrico Forti and Maurizio Sobrero

In the mix. Exploration and exploitation in new product creation

**DISCUSSANT** Wolfgang H. Güttel

Mariano Luiz Maireso Heyden, Frans A.J. van den Bosch and Henk W. Volberda

Harnessing for exploratory innovation: The mediating role of TMT factors

**DISCUSSANT** Santi Furnari

**SESSION III**

**Thursday, July 2**

**14:00–15:30**

**LOCATION** E3-0-0012

Fanny Simon and Albéric Tellier

How to become an exploration-oriented organization? Lessons from an R&D centre in a semiconductor company

**DISCUSSANT** John W. Bakke

Sampo Tukiainen, Jukka Mattila and Sami Kajalo

The role of management consultancy in promoting continuous exploration: An empirical examination on the impact and significance of consultants and consultancies

**DISCUSSANT** Laura Toschi

Silvia Massini, Arie Y. Lewin and Nidthida Perm-Ajchariyawong

The role of corporate strategy on firm exploration and exploitation for innovation

**DISCUSSANT** Yasuo Sugiyama

John W. Bakke and Tonje Osmundsen

Routinizing innovation: Strategy development in a multinational company

**DISCUSSANT** Melissa Leithwood

**SESSION IV**

**Friday, July 3**

**09:00–10:30**

**LOCATION** E3-0-0012

Gerardus J.M. Lucas, Ulf Toelch, Marius T.H. Meeus and Simon M. Reader

The slack resources hypothesis revisited: An experimental and field study on exploration and exploitation

**DISCUSSANT** Bernardo S.B. Correia Lima

Bernardo S.B. Correia Lima, Frans A.J. van den Bosch, Justin J.P. Jansen and Henk W. Volberda

Managing innovation through resource deployment: The effects of organizational slack and strategic flexibility

**DISCUSSANT** Sampo Tukiainen

Daniel Tzabbar and Terry Amburgey

When does excess human resource enhance exploration? The moderating effects of communication, coordination, and control

**DISCUSSANT** Gerardus J.M. Lucas
14 Sub-theme

Capabilities for serializing uniqueness: unpacking the exploration routine

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

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

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

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

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

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

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

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

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

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

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

Melissa Leithwood and Oana Branzei
Creativity under constraint
DISCUSSANT Albéric Tellier
Making Brands Come Alive: How Organizations, Stakeholders and Customers Mobilize their Identity

**SESSION I**

**Thursday, July 2**

09:00–10:30

E3-A-A018

**Convenors**

Martin Kornberger, University of Technology, Sydney, Australia and University of St Andrews, Scotland, UK. martin.kornberger@uts.edu.au

Majken Schultz, Copenhagen Business School, Denmark. ms.ioa@cbs.dk

Jonathan Schroeder, Exeter University, UK. j.e.schroeder@exeter.ac.uk

**Chair**

Martin Kornberger

**Conceptualizing Brands**

Nobumi Kobayashi

Muji: The story of the reluctant brand

Christian Frankel

The LEGO Policy Station™. On branding and politics

**SESSION II**

**Thursday, July 2**

11:00–12:30

E3-A-A018

**Brands, Organizational Identity, and the Management of Meaning**

Majken Schultz

Gerhard E. Schjelderup and Tor Hernes

Constraints of identity on innovation. The case of a dairy corporation

Jeaney Yip and Susan Ainsworth

Branded religion: Constructing a marketable church identity

Nicholas Ind

Against Leviathan: Building rhizomatic brands

**SESSION III**

**Thursday, July 2**

14:00–15:30

E3-A-A018

**Being Different or Being Similar? Institutions, Organizations and Brands**

Jonathan Schroeder

Rumina Dhalla

To be similar or unique? Implications for strategic reference groups

Hogne Lerøy Sataøen

‘Do they really need to be so damn special and differentiated?’ The ambiguity of branding in Norwegian hospitals

Bengt-Åke Gustafsson and Dan Porsfelt

Branding public schools in Sweden. On legitimacy, values and identity

**SESSION IV**

**Friday, July 3**

09:00–10:30

E3-A-A018

**Identification and Employer Branding**

Martin Kornberger

Jean-François Gagne and Emmanuel Josserand

Employee’s identification with a corporate brand: Singularity and consequences of the identification process. The case of a major branding in the telecom industry.

Dan Kärremann and André Spicer

‘The school is no more’ – managing identity work through disidentification in an educational organization

Elsa Monnot, Fanny Reniou and Pierre Volle

Customer-company identification: A study of relational consequences in the non-profit sector

**SESSION V**

**Friday, July 3**

11:00–12:30

E3-A-A018

**Brands, Culture and Control**

Majken Schultz

Ilke Kocamaz and Özlem Kaçar Akman

The role of brands in the advertising agencies: How do they make employees eliminate the notion of alienation?

Elisabeth K. Kelan and Alice Mah

Making young professionals brand conform: Embodying brands and gender

Christian Johann Schmid

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

**SESSION VI**

**Saturday, July 4**

09:00–10:30

E3-A-A018

**Brand Aesthetics**

Jonathan Schroeder

Nina Kivinen

Materialising a brand – Shell’s films on Shell

Alfons van Marrewijk

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

Jordi Montañà, Isa Moll, Francisco Guzmán and Francesc Solé-Parellada

A brand design model
Sub-theme 15: Making brands come alive: how organizations, stakeholders and customers mobilize their identity

SESSION VII
Saturday, July 4 11:00–12:30

LOCATION: E3-A-A019

Group Discussion
CHAIR: Martin Kornberger

Sophie van Eupen and Maddy Janssens
From an ugly duck to a beautiful swan. CSR at future technics: A sensemaking approach

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

Panel discussion
What can organization studies learn from branding?
Societal Accountability: Understanding and Negotiating the Identity of Individuals, Societies and Institutions

Worksession Overview
Carmelo Mazza, Grenoble Ecole de Management, France
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Paolo Quattrone, Said Business School and Christ Church, University of Oxford, UK. paolo.quattrone@sbs.ox.ac.uk
Stephen Woolgar, Said Business School University of Oxford, UK
steve.woolgar@sbs.ox.ac.uk

SESSION I
Thursday, July 2 09:00–10:30
E2-2-210
The Limits of Transparency
CHAIR Stephen Woolgar

John Roberts
No-one is perfect: The limits of transparency and an ethic for ‘intelligent’ accountability

DISCUSSANTS Christina Garsten and Frank den Hond
Lars Thøger Christensen and George Cheney
Transparency as societal accountability. A critical analysis of transparency as a corporate account technology

DISCUSSANT John Roberts
Christina Garsten and Frank den Hond
‘Hide and seek’. Transparency, opacity, and the shadow side of accountability in CSR

DISCUSSANTS Lars Thøger Christensen and George Cheney

SESSION II
Thursday, July 2 11:00–12:30
E2-2-210
Corporate Social Responsibility as Societal Accountability?
CHAIR Carmelo Mazza

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

DISCUSSANT Jean-Pascal Gond
Merja Porttikivi, Heidi Hirsto and Johanna Moisander
Contemporaneous views on corporate responsibility – online discussion as a site of democratic participation in the global marketplace

DISCUSSANTS Markus A. Höllerer and Renate E. Meyer
Jean-Pascal Gond
The social construction of corporate social responsibility metrics

DISCUSSANTS Merja Porttikivi, Heidi Hirsto and Johanna Moisander

SESSION III
Thursday, July 2 14:00–15:30
E2-2-210
Accountability in the Public Domain
CHAIR Dean Neu

Brian Rappert
Evidencing similarity: The language of judgement, spin, and accountability

DISCUSSANTS Maja Korica and Paolo Quattrone
Maja Korica and Paolo Quattrone
Practicing ‘socie-ties’: Governance and accountability in a university as an organization in the public interest

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

DISCUSSANT Brian Rappert

SESSION IV
Friday, July 3 09:00–10:30
E2-2-210
Health, Disease and Accountability
CHAIR Maja Korica

Daniel Neyland
Parasitic accountability: Feeding off bodies of knowledge

DISCUSSANTS Annegrete Juul Nielsen and Anja Svejgaard
Signe Vikkelsø
Multiple accountabilities and the ordering of work

DISCUSSANT Daniel Neyland
Annegrete Juul Nielsen and Anja Svejgaard
Licenced patients

DISCUSSANT Signe Vikkelsø
### Sub-theme 16

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

**SESSION V**
- **Location:** E2-2-210
- **Date:** Friday, July 3
- **Time:** 11:00–12:30

**Accountabilities of/with Technologies and Scales**
- **Chair:** Paolo Quatrone
- **Discussants:**
  - Elena Simakova: Making nano matter
  - Stephen Woolgar: Accountabilities of scale: The example of the middle range
  - Wes Sharrock and Graham Button: Project failure as an organisational account

**SESSION VI**
- **Location:** E2-2-210
- **Date:** Saturday, July 4
- **Time:** 09:00–10:30

**Group Discussion**
- **Provocation in Royal Palace of Pedralbes park**
- **Provocation pieces followed by discussion**

*Note: location subject to fine weather*

**SESSION VII**
- **Location:** E2-2-210
- **Date:** Saturday, July 4
- **Time:** 11:00–12:30

**Group Discussion**
- **Chair:** Carmelo Mazza, Paolo Quattone, Stephen Woolgar and Maja Korica

**Recap discussion and next steps**
Exploring Innovative Approaches for Governing Climate Change

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

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

Governance
CHAIR: Bobby Banerjee
Ole Nørgaard Helmersen
Governance of climate change: The struggle for the climate change policy agenda
DISCUSSANT: Kim van Nieuwaal

Nardia Haigh and Andrew Griffiths
Climatic dynamics in strategy? Institutional theory, sensemaking, and strategies in response to climate change
DISCUSSANT: Jennifer Bartlett

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

International Policy
CHAIR: Bettina Wittneben
Terry Nolan and Peter Crowe
Creating a listening space for climate change policy making
DISCUSSANT: Gabriel Weber

Javier de Cendra de Larragan
Distributional choices in EU climate change law: In search of a legal framework
DISCUSSANT: Ole Nørgaard Helmersen

Guodong Sun
Integrating energy security and climate change: Is it an effective approach for governing climate change in China?
DISCUSSANT: Gail Whiteman
17 Sub-theme
Exploring innovative approaches for governing climate change

SESSION V
LOCATION
Friday, July 3 11:00–12:30
E2-2-209
Social Learning
CHAIR Bobby Banerjee
Patricia Wolf, Ralf Hansmann and Peter Troxler
Towards sustainable universities: Applying unconferencing as method to facilitate organisational learning for CO2 reduction
DISCUSSANT Elke Schüßler
Gail Whiteman, René de Vos, F. Stuart Chapin Ill, Vesa Yli-Pelkonen, Jari Niemelä and Bruce Forbes
Companies and climate programs in urban systems
DISCUSSANT Regina Betz
Shady Kanfi
Three cooperative values: Understanding the standardization of carbon emissions measurement
DISCUSSANT Johanna Bergmann

SESSION VI
LOCATION
Saturday, July 4 09:00–10:30
E2-2-209
Accounting for Climate Change
CHAIR Chuks Okereke
Timo Busch and Volker H. Hoffmann
How warm is your balance-sheet? An empirical investigation of climate change and corporate financial performance
DISCUSSANT Christian Bschirrer
David Carter and Helen Tregidga
Constructing expertise: Capitalist colonisation, accounting, and emissions trading schemes
DISCUSSANT Isobel O'Neil
Vera Ferrón-Vilchez, Nicole Darnall, Juan Alberto Aragón-Correa and José Manuel de la Torre-Ruiz
The influences of stakeholders on managers’ interest to monitor environmental internal information: How financial costs of the environmental degradation help to avoid climate change
DISCUSSANT Stanislav Beyderman

SESSION VII
LOCATION
Saturday, July 4 11:00–12:30
E2-2-209
Adaptation
CHAIR: Bettina Wittneben
Johanna Bergmann
The climate leadership programme
DISCUSSANT Guodong Sun
Kim Van Nieuwaal
A process model for governance of adaptation
DISCUSSANT Vera Ferron-Vilchez
Escaping the Iron Cage of Bureaucratic Control or Bringing the Bureaucracy Back in: New and Old Forms of Autonomy and Coordination in the Public Sector

**SESSION I**
**Thursday, July 2nd 09:00–10:30**

**LOCATION** E1-1-01

**Networks and Collaborative Arrangements and Networks as Source of Innovation**

**CHAIR** Gerhard Hammerschmid, Per Lægreid and Tamyko Ysa

**CONVERSOR** John Brocklesby

Network structures in the public sector – responding to the challenges of organized crime

**DISCUSSANT** Rick Delbridge

Julia Fleischer and Salvador Parrado

Creativity by crisis? How the financial and economic crisis affects central government coordination in Spain and Germany

**DISCUSSANT** Lukas Summermatter

**SESSION II**
**Thursday, July 2nd 11:00–12:430**

**LOCATION** E1-1-01

**Public Private Partnership Arrangements as Source of Innovation**

**CHAIR** Tamyko Ysa

**CONVERSOR** Guðrið Weihe, Ole Helby Petersen, Henning Dröge and Dagmar Hildebrand

Examining the innovation promises of public-private partnerships (PPPs)

**DISCUSSANT** Christian Huber

Angel Saz-Carranza

Bridging worlds in public-private joint ventures: Overcoming sector barriers to collaborate

**DISCUSSANT** Ole Helby Petersen

Judith Johnston

Infrastructure Australia: An exciting, innovative, enhancing and autonomous new leadership organization for government, or just another entity bound up in politics, rent-seeking and red tape?

**DISCUSSANT** Karen Breidahl
18 Sub-theme

Escaping the iron cage of bureaucratic control or bringing the bureaucracy back in: new and old forms of autonomy and coordination in the public sector

SESSION V
LOCATION E1-1-01

Friday, July 3 11:00–12:30

Theorizing Public Sector Innovation
CHAIR Walter M.J. Kickert
Michael Barzelay, Sergio Seabra
Theorizing the process of management innovation
DISCUSSANT Salvador Parrado
Understanding management innovation in the public sector: Path dependent and random decisions in accounting reforms
DISCUSSANT Julia Fleischer
Christian Huber
Risks in prison cells – the management of risk in prisons as element in the fruitful tension between public and private institutions
DISCUSSANT Janne Tienari

SESSION VI
LOCATION E1-1-01

Saturday, July 4 09:00–10:30

Bureaucracy Revisited: a Return of Bureaucracy and Formalization
CHAIR Michael Barzelay
Harald Torsteinsen
Why does post-bureaucracy lead to more formalization?
DISCUSSANT Rick Vogel
Ole Petersen
Regulation of PPPs: A return to ‘old’ style regulatory politics and bureaucratic control
DISCUSSANT Judith Johnston
Karen Breidahl
Back to basics: The reintroduction of the machine-bureaucracy in the public sector and a belief in ‘one best way of organizing’
DISCUSSANT Sergio Seabra

SESSION VII
LOCATION E1-1-01

Saturday, July 4 11:00–12:30

Managing Public Sector Change and Innovation: Holy Grail or Achievable Quest?
CHAIR Gerhard Hammerschmid, Per Lægreid and Tamyko Ysa
Walter M.J. Kickert
Civil service reform in The Netherlands. Planned or emergent change
DISCUSSANT John Brocklesby
Marianne van der Steen and John Goenewegen
Organizing for policy entrepreneurship. Empirical evidence from The Netherlands
DISCUSSANT Dermot O’Reilly

18 Sub-theme

Escaping the iron cage of bureaucratic control or bringing the bureaucracy back in: new and old forms of autonomy and coordination in the public sector
Power, Resistance and Hegemony in the Contexts of Organizational and Institutional Change

**SESSION I**

**Thursday, July 2**

**09:00–10:30**

**LOCATION**

E1-1-14

**Power, Resistance and the (Un-)Making of Change**

**CHAIR** Mats Alvesson

Nada Endrissat, Myrte Berendse and Widar von Arx

When followers don’t follow: The role of professionals in resistance to change

Olle Duhlin

Change and the field of power – Bourdieu and Byteatern

Bernadette Loacker and Iain Munro

The ‘making up’ of artists as ‘culturepreneurs’: The tension-filled dynamics of subjectification processes

**SESSION II**

**Thursday, July 2**

**11:00–12:30**

**LOCATION**

E1-1-14

**Going Beyond the Classical Power-based Understanding of Change?**

**CHAIR** Julie Battilana

Alexandra Lai and Heiko Breitsohl

Establishing and maintaining hegemony through path creation and vice versa

Rich DeJordy

Fighting for the status quo: Agency and institutional guardianship

Masoud Shadnam

Regulating moral change as organizational hegemony: The case of the Iranian oil industry

Frank Schirmer and Michael Tasto

Reflexive power(s)? Exploring the dynamics, contradictions and paradoxes of evolving political forms in innovative organizations

**SESSION III**

**Thursday, July 2**

**14:00–15:30**

**LOCATION**

E1-1-14

**The Role of Power, Politics and Hegemony in ‘(Un-)Regulating’ Change**

**CHAIR** Iain Munro

Julie Battilana and Tiziana Casciaro

Informal structure, formal structure, and change implementation in organizations

Masoud Shadnam

Regulating moral change as organizational hegemony: The case of the Iranian oil industry

**SESSION IV**

**Friday, July 3**

**09:00–10:30**

**LOCATION**

E1-1-14

**Understanding Resistance Dynamics in Changing Organizations**

**CHAIR** Mike Reed

Darren McCabe and David Knights

Traffic jams. Emails and newsletters: Employing insights from actor network theory to enhance our understanding of resistance

Mats Alvesson and André Spicer

Stupidity and power: A stupidity-based theory of organizations

Hugh Willmott

Excavating the dynamics of resistance: Processes of identification and disidentification
SESSION V
Friday, July 3 11:00–12:30
E1-1-14
Hegemony, Counter-hegemony and the (Un-)Happy Making of Change
CHAIR Hugh Willmott
Zoe Morrison
Creative contradictions; the hegemony of change and the potential for insurgency
Florence Palpacuer and Nicolas Balas
Neo-Gramscian hegemony and social movements in large multinationals in France
Mike Reed and Dermot O'Reilly
Leaderism and the nodal hegemony of modernization in UK public service reform
Annalisa Murgia and Barbara Poggio
Unmasking hegemonic practices. Men’s stories on gender culture in organizations

SESSION VI
Saturday, July 4 09:00–10:30
E1-1-14
The Role of Control, Surveillance and Obedience in Changing Organizations
CHAIR Gregory Schwartz
George Kandathil
Negotiated locally and marketed globally: Reproduction, reinforcement, and modifications of technology-embedded Western notions of time during implementation of ERP technology in India
Aki-Mauri Huhtinen
From barbed wire to surveillance camera – minimising energy to produce the effects of control in a military organisation in the information battle space
Riku Ruotsalainen, Mikko Lehtonen and Karlos Artto
Producing middle managers’ obedience – a critical discourse analysis of two project steering groups
Helene Ratner
Enduring, inverting and resisting change: An ethnography of the nexus between organizational change and floor hegemony

SESSION VII
Saturday, July 4 11:00–12:30
E1-1-14
Practices as the Site of Hegemony and Resistance in Changing Organizations
CHAIR André Spicer
Takahiro Endo
The challenge of less powerful actors: Rhetoric and practice
Régine Teulier and Nathalie Raulet-Croset
Blended practices, a place for creative resistance in a top down strategic change
Mats Alvesson and Jorgen Sandberg
Generating research questions through problematization
Alessia Contu, Françoise Dany and Damon Golsorkhi
General discussion and wrap up
The Business Firm as a Political Actor: A New Theory of the Firm for a Globalized World

CONVENORS
Andreas Georg Scherer, University of Zurich, Switzerland
andreas.scherer@iou.uzh.ch
Guido Palazzo, University of Lausanne, Switzerland. guido.palazzo@unil.ch
Dirk Matten, York University, Canada. dmatten@schulich.yorku.ca

SESSION I
Thursday, July 2 09:00–10:30
LOCATION E1-1-15
CHAIR Andreas Georg Scherer
Welcome and introductions:
Andreas Georg Scherer, Guido Palazzo and Dirk Matten

Frank G.A. de Bakker
Networks of activism. How activist groups and firms operate in shaping corporate social responsibility
DISCUSSANT Grahame Thompson
Roger L. Martin and Alison Kemper
After the fall: Reconsidering business and society after the 2008 collapse of the financial markets
DISCUSSANT Christian Vögtlin
Kenneth Amaeshi and Emmanuel Adegbite
The business firm as a political actor: Exploring the political misuse of shareholder activism in Nigeria
DISCUSSANT Florian Scheiber

SESSION II
Thursday, July 2 11:00–12:30
LOCATION E1-1-15
Political Actors and Global Public Goods
CHAIR Dirk Matten
Bobby Banerjee and Annabel-Mauve Bonnefous
The corporate capture of the political sphere: Democracy, business and politics in the governance of water rights
DISCUSSANT Duane Windsor
Pierre-Yves Néron and Wayne Norman
Responsible rule-making and the ethics of competition
DISCUSSANT Ian Maitland
Heather Elms and Robert A. Philipp
The corporation as political actor: Security
DISCUSSANT Frank G.A. de Bakker

SESSION III
Thursday, July 2 14:00–15:30
LOCATION E1-1-15
From Left to Right – Political Schools of Thought and the Implications for Corporations
CHAIR Guido Palazzo
Duane Windsor
A political theory of the global firm
DISCUSSANT Roger L. Martin
Ben Neville and Colin Higgins
Knowing left from right: The dynamic, ideological embeddedness of the contest for CSR
DISCUSSANT Martin Fougère
Glen Whelan
Corporations as political actors: Liberal and republican perspectives compared
DISCUSSANT Pierre-Yves Néron

SESSION IV
Friday, July 3 09:00–10:30
LOCATION E1-1-15
Leaders and Companies as Responsible Citizens
CHAIR Guido Palazzo
Grahame Thompson
Companies as "Cyborgs"? Reflections on limited liability, legal personality and citizenship
DISCUSSANT Ben Neville
Christian Vögtlin and Moritz Patzer
Responsible leadership: A research agenda
DISCUSSANT Friederike Schultz

SESSION V
Friday, July 3 11:00–12:30
LOCATION E1-1-15
Legitimacy in Theory and Practice I
CHAIR Andreas Georg Scherer
Friederike Schultz and Lothar Rieth
Linking ‘new theory of the firm’ and communication studies. Critical reflections on moral legitimacy and communication ethics
DISCUSSANT Judith Schrempf
The business firm as a political actor: a new theory of the firm for a globalized world

**SESSION V**

**LOCATION**

E1-1-15

**Friday, July 3**

11:00–12:30

**Legitimacy in Theory and Practice II**

**CHAIR** Andreas Georg Scherer

Itziar Castelló, Josep M. Lozano and David Barberá

Transformational and transactional CSR strategies: Searching for change in the tourism industry

**DISCUSSANT** Jukka Mäkinen

Florian Scheiber

Changes in discursive legitimation of codes of conduct within the German textile and apparel industry from 1997 to 2007

**DISCUSSANT** Kenneth Amaeshi

Sébastien Mena

The interplay of input and output legitimacies in Multi-Stakeholder Initiatives (MSI)

**DISCUSSANT** Marcelo Bucheli

**SESSION VI**

**LOCATION**

E1-1-15

**Saturday, July 4**

09:00–10:30

**Motivation for CSR – Strategic or Philanthropic?**

**CHAIR** Dirk Matten

Jukka Mäkinen and Arno Kourula

Blurring the boundaries of responsibility – the rise of strategic corporate social responsibility (CSR) in Finland

**DISCUSSANT** Itziar Castelló

Marcelo Bucheli and Erica Salvaj

Corporate political activity of multinationals from newly developed countries in emerging economies: Spanish multinational corporations in Chile, 1990-2005

**DISCUSSANT** Sébastien Mena

Judith Schrempf

The obesity epidemic: fast-food corporations as political actors

**DISCUSSANT** Heather Elms

**SESSION VII**

**LOCATION**

E1-1-15

**Saturday, July 4**

11:00–12:30

**Critical Perspectives – Are Business Firms Really Political Actors?**

**CHAIR** Guido Palazzo

Ian Maitland

A critique of the new global corporate social responsibility

**DISCUSSANT** Bobby Banerjee

Martin Fougère

The business firm as a political and unpolitical actor

**DISCUSSANT** Jeremy Moon

Final discussion: Convenors

**Sub-theme 20**

The business firm as a political actor: a new theory of the firm for a globalized world
Institutionally-Embedded Practice-Based Learning in Multinationals

CONVENDORS
Ayse Saka-Helmhout, University of Surrey, UK
a.saka-helmhout@surrey.ac.uk
Arndt Sorge, Social Science Research Center Berlin (WZB), Germany
sorge@wzb.eu

SESSION I
Thursday, July 2 09:00–10:30
E2-2-207
Group Discussion
CHAIR Ayse Saka-Helmhout

- Organizing by stereotypes: Cultural (mis)conceptions and stereotypical thinking as barriers for knowledge transfer and learning in MNCS
  DISCUSSANT Mike Geppert

- Beyond duality: The institutional multiplicity pillars on the organizational culture of the IJVs in an emerging economy
  DISCUSSANT Robson Rocha

SESSION II
Thursday, July 2 11:00–12:30
E2-2-207
Group Discussion
CHAIR Florian Becker-Ritterspach

- Beyond transfer: Internalization and Integration of organizational practices within multinational enterprises
  DISCUSSANT Ayse Saka-Helmhout

- Upheavals and undoings? When pragmatism meets passion in the merging of multinational firms
  DISCUSSANT Florian Becker-Ritterspach

SESSION III
Thursday, July 2 14:00–15:30
E2-2-207
Group Discussion
CHAIR Ayse Saka-Helmhout

- Exploring the social dynamics of implementing corporate social responsibility standards in MNEs
  DISCUSSANT Ilir Haxhi

- The institutional embeddedness of learning in MNEs
  DISCUSSANT Alexei Koveshnikov

SESSION IV
Friday, July 3 09:00–10:30
E2-2-207
Group Discussion
CHAIR Florian Becker-Ritterspach

- Cross-national diversity of corporate governance and positioning of CGCs
  DISCUSSANT Andromache Athanasopoulou

- Acquisitions and risk-taking in the global brewery industry: A comparative institutionalist study
  DISCUSSANT Zeynep Kadire Sayım

SESSION V
Friday, July 3 11:00–12:30
E2-2-207
Group Discussion
CHAIR Ilir Haxhi

- Organisational learning and the off-shoring of financial services
  DISCUSSANT Jon Lervik

- Institutional effects on occupational health and safety management systems
  DISCUSSANT Patrick Reimüller

- Comparing an invisible source of public knowledge across countries: Think-tank’s embeddedness in business systems
  DISCUSSANT Patrick Reimüller
Sub-theme 21
Institutionally-embedded practice-based learning in multinationals

SESSION VI
Saturday, July 4 09:00–10:30
LOCATION E2-2-207
Round Table
CHAIR Ayse Saka-Helmhout
# The Strategic Management of Organizational Knowledge: Creation versus Control

**CONVENORS**
- Max Boisot, Birmingham Business School, University of Birmingham, UK  
  max.boisot@gmail.com
- Agustí Canals, Universitat Oberta de Catalunya, Spain. acanalspi@uoc.edu
- Martin Ihrig, Wharton School, University of Pennsylvania, USA  
  ihrig@wharton.upenn.edu

**SESSION I**
- Thursday, July 2 09:00–10:30  
  E2-2-202  
  CHAIR Max Boisot

  - Helmut Kasper, Mark Lehrer, Jürgen Mühlbacher and Barbara Müller:  
    "When knowledge management systems are ‘thin’ rather than ‘thick’: A study of cross-site knowledge-sharing practices in three industries"
  - James Robins and Yi Jia (Kathleen) Low:  
    "The organization of knowledge-sharing: Beyond the theory of the firm"
  - Ad Breukel, Frank M. Go, Daan Stelma and Koen van der Weijden:  
    "Coordination routines at different modular levels for the diffusion of explicit and tacit information: The case of the engineering department of a globally-distributed corporation"

**SESSION II**
- Thursday, July 2 11:00–12:30  
  E2-2-202  
  CHAIR Agustí Canals

  - Torstein Nesheim, Karen Olsen and Anita Tobiesen:  
    "Knowledge management through intra-organizational networks: Antecedents of knowledge application"
  - Polly Rizova:  
    "Technological innovation, social networks and knowledge creation on R&D projects"
  - Dirk Schneckenberg:  
    "Strategic implications for a Web 2.0-based knowledge sharing perspective of firms"

**SESSION III**
- Thursday, July 2 14:00–15:30  
  E2-2-202  
  CHAIR Martin Ihrig

  - Rafael Andréu:  
    "Competitive advantage, knowledge and learning: Implications for the management profession"
  - Lorenzo Bizzi:  
    "Tacit knowledge and organizational performance: A memory-based approach"
  - Giuseppe Abbatiello:  
    "The strategic management of organizations’ knowledge resources in the knowledge economy: University organizations’ intellectual capital accounting"

**SESSION IV**
- Friday, July 3 09:00–10:30  
  E2-2-202  
  CHAIR Agustí Canals

  - George N. Chondrakis:  
    "The differential impact of technological change on firm boundaries"
  - Rani Dang, Karine Roux, Catherine Thomas and Christian Longhi:  
    "Territorial innovation dynamics: A knowledge-based perspective"

**SESSION V**
- Friday, July 3 11:00–12:30  
  E2-2-202  
  CHAIR Martin Ihrig

  - Sarah Horn, Mariélle G. Heijltjes and Woody van Olffen:  
    "Competitor recruitment: A theoretical analysis of an emerging HR practice seeking to capture human capital value"
  - Pierre-Jean Barlatier and Olivier Dupouët:  
    "Organizational ambidexterity and firm’s structure: A dynamic approach"
  - Montserrat Boronat-Navarro and Cesar Camisón Zornoza:  
    "Knowledge development and organizational structure"
  - Fernando Sandoval-Arzaga, Manuel F. Suárez-Barraza and Alfons Sauquet:  
    "High tacit knowledge deployment model: How managers can design and potentiate tacit knowledge use within and across team processes"
22 Sub-theme

The strategic management of organizational knowledge: creation versus control

SESSION VI
LOCATION Saturday, July 4 09:00–10:30
E2-2-202
CHAIR Agustí Canals
Joaquin Alegre and Ricardo Chiva
Entrepreneurial orientation, organizational learning capability and performance in the context of a manufacturing industry
Arvind Shatdal
Organizational memory: A tool for creating learning organization
Asif Khan, Robert MacIntosh and Robert McMaster
The development of resources and knowledge: An empirical study of medical management

SESSION VII
LOCATION Saturday, July 4 11:00–12:30
E2-2-202
CHAIR Max Boisot
Paulina Junni
Knowledge as a source of power in the post-acquisition integration process
Luisa Varriale and Paola Briganti
Conflict and knowledge: An exploratory study in the health care system in Italy
Claudia Dossena and Gabriele Cioccarelli and Alberto Francesconi
How user-generated contents impact on knowledge creation and control
Knowledge Integration and Innovation

**CONVENORS**
Fredrik Tell, Linköping University, Sweden. fredrik.tell@liu.se
Kristian Kreiner, Copenhagen Business School, Denmark. kk.ioa@cbs.dk
Jacky Swan, Warwick Business School, University of Warwick, UK. jacky.swan@wbs.ac.uk

**SESSION I**
**Thursday, July 2** 09:00–10:30
**LOCATION** E2-1-102
**Knowledge Creation and Integration**
**CHAIR** Fredrik Tell

Isabelle Bouty and Marie-Léandre Gomez
Creating in organizations as an occasion for integration: A practice approach
DISCUSSANTS Sihem Ben Mahmoud-Jouni and Sarah Evans
Nikiforos S. Panourgias, Harry Scarbrough and Joe Nandhakumar
Knowledge integration and innovation in computer games design and development
DISCUSSANT Vesa Peltokorpi

Lars Lindkvist and Marie Bengtsson
Extending Nonaka’s knowledge creation theory: How we know more than we can tell and and tell more than we can know
DISCUSSANT Luciana D’Adderio

**SESSION II**
**Thursday, July 2** 11:00–12:30
**LOCATION** E2-1-102
**External Knowledge Integration**
**CHAIR** Jacky Swan

Miia Martinsuo
External integration during radical innovation projects
DISCUSSANTS Gundula Heyn and Hirofumi Tatsumoto

Florence Charue-Duboc and Sihem Ben Mahmoud-Jouini
Internal and external knowledge integration in concept generation process
DISCUSSANTS Dagmar Hildebrand and Nikiforos Panourgias

Anja Schulze and Gundula Heyn
Exploiting external knowledge through collaborative innovation – the impact of disseminative capabilities on knowledge transfer success
DISCUSSANTS Ola Edvin Vie and Sabrina Moreira Ottani

Henning Dröge, Juan Ramis Pujol and Dagmar Hildebrand
Absorptive capacity in service innovation: A process study
DISCUSSANT Mark Easterby-Smith

**SESSION III**
**Thursday, July 2** 14:00–15:30
**LOCATION** E2-1-102
**Knowledge Integration and Organizational Practices**
**CHAIR** Kristian Kreiner

Sarah Evans, Maxine Robertson and Jacky Swan
Challenges for knowledge integration within the clinical research process: Networked innovation within a regulatory regime
DISCUSSANT Miia Martinsuo

François De Dourt and Caroline Sargis Roussel
Understanding dynamics of knowledge integration in process innovation projects: Political challenges of IT projects
DISCUSSANTS Martin Wallin and Henry López Vega

Andrea Herrmann
Employees’ skills and scientists’ knowledge: The types of qualifications needed for radical and incremental product innovation
DISCUSSANT Maritza Salazar

Stephanie Geary and Efrosyni Konstantinou
Knowledge dis-integration matters to organizational innovation: New evidence from knowledge management practices
DISCUSSANT Davide Nicolini

**SESSION IV**
**Friday, July 3** 09:00–10:30
**LOCATION** E2-1-102
**Knowledge Integration and Boundary Crossing**
**CHAIR** Kristian Kreiner

Inkeri Ruuska, Päivi Lehtonen, Miia Martinsuo and Karlos Artto
Knowledge integration across intra-organizational project boundaries. A case study in a service development portfolio
DISCUSSANT Naina Gupta

Ola Edvin Vie, Martin W. Wallin and Georg von Krogh
Reducing tension and promoting integration in the hyper-text organization – the importance of managers showing care
DISCUSSANT Andrea Herrmann

Jeanne Mengis, Davide Nicolini and Jacky Swan
Integrating knowledge through grounding expertise and ignorance
DISCUSSANTS Malgorzata Cieselska and Henning Dröge
23 Sub-theme
Knowledge integration and innovation

SESSION V
Friday, July 3 11:00–12:30
E2-1-102
International and Multilogic Knowledge Integration
CHAIR Jacky Swan
Simon Collinson, Mark Easterby-Smith and Bridgette Sullivan-Taylor
The making of an innovative multinational: Integrating knowledge, routines and networks in the context of international acquisitions
DISCUSSANT Jeanne Mengis
Henry López Vega and Jonathan Wareham
Open innovation intermediaries: Towards a typology and theory of intermediaries. The case of the European Living Labs
DISCUSSANT Maxine Robertson
Malgorzata Ciesielska
Knowledge integration in business-open source hybrid structure. Talks vs. actions in multilogic environments
DISCUSSANTS Isabelle Bouty and Masanori Yasumoto
Sabrina Moreira Ottani and Elena Bou Alameda
Bridging old worlds and building new ones: The challenge of integrating knowledge in innovation networks
DISCUSSANT Inkeri Ruuska

SESSION VI
Saturday, July 4 09:00–10:30
E2-1-102
Knowledge Integration in Teams
CHAIR Fredrik Tell
Vesa Peltokorpi and Emiko Tsuyuki
Managing organizational transactive memory systems: An exploratory study in a team-based organization
DISCUSSANT Lars Lindkvist
Naina Gupta
Knowledge distribution in transactive memory: Effects on group performance
DISCUSSANTS François Deltour and Shu Jingming
Maritza Salazar, Theresa Lant and Aimee Kane
Knowledge integration and creation in an interdisciplinary team context
DISCUSSANT Caroline Sargis Roussel

SESSION VII
Saturday, July 4 11:00–12:30
E2-1-102
Knowledge Integration and Innovation
CHAIR Kristian Kreiner
Hirofumi Tatsumoto, Masanori Yasumoto and Shu Jingming
Managing open production network under continuous innovation of platform: A case study on the collaboration process between Intel and Taiwanese motherboard manufacturers
DISCUSSANTS Elena Bou Alameda and Anja Schultze
Luciana D’Adderio
Performing modularity: The role of organisational context in making modularity work
DISCUSSANT Florence Charue-Duboc
Fredrik Tell
Innovation and knowledge integration: Notes on emerging themes
DISCUSSANT Päivi Lehtonen
Theorizing Practice in Communities of Practice

CONVENORS
Fabio Fonti, Boston College, USA. fabio.fonti@bc.edu
Alessandro Narduzzo, Free University of Bozen-Bolzano, Italy
narduz@unibz.it
Martha S. Feldman, University of California, Irvine, USA
feldmanm@uci.edu

SESSION I
Thursday, July 2 09:00–10:30
E2-1-101
Practices and Communities of Practice I
CHAIR Tom Bijlsma
Frank Siedlok and Paul Hibbert
Interdisciplinary research and communities of practice: Meta-practices and new form of networks of practice
Kathryn S. Quick and Martha S. Feldman
Distinguishing participation and inclusion
Mark J. Zbaracki and Mark Bergen
Price negotiation and the marginal role of the sales force: Lessons for work and practice

SESSION II
Thursday, July 2 11:00–12:30
E2-1-101
Communities of Practice in Organizations
CHAIR Guido Conaldi
William B. Stevenson
The structuration of organizations through communities of practice
Michel Antebay
Moral entrepreneurs in contested markets: The commerce of cadavers in New York State
Ruthanne Husing and Susan S. Silbey
Governing the gap: forging safe science through a community of practice
Mark Thompson and Geoff Walsham
Organizational communities of practice: Wrong fork in the road?

SESSION III
Thursday, July 2 14:00–15:30
E2-1-101
Practices and Communities of Practice II
CHAIR Klaus-Peter Schulz
Tom Bijlsma, Irma Bogenrieder and Peter van Baalen
Learning on a navy boat – the practice of team learning in high-reliability situations
Esther Maier and Gana Branzei
Blurred transitions: How social interactions pattern creative practices
Roxane Duret and Marc Lassagne
Communities of practice make perfect? Obstacles to innovations in the safety policy of a construction company
Monica C. Worline, Jacoba M. Lilius, Jane E. Dutton, Jason M. Kanov and Sally Maitis
The sustainable expression of compassion: Emotion-based capability in communities of practice

SESSION IV
Friday, July 3 09:00–10:30
E2-1-101
Structure Matters – Communities of Practice in F-OSS
CHAIR Kathryn Quick
Francesco Rullani
The periphery on stage. Functions, properties and dynamic evolution of the periphery in the free/open source software community
Rebeca Méndez-Durón
To contribute or not to contribute. An exploratory study on the determinants for contribution in OSS projects
Fabio Fonti and Alessandro Narduzzo
Local action and communication flows: The impact of network roles and topology in sustaining communities of practice
Guido Conaldi and Alessandro Lomi
The network structure of radical product innovation: A case study on software development

SESSION V
Friday, July 3 11:00–12:30
E2-1-101
Group Discussion
CHAIR Martha Feldman, Fabio Fonti and Alessandro Narduzzo
SESSION VI
Saturday, July 4 09:00–10:30
LOCATION E2-1-101
The Emergence of Communities of Practice
CHAIR Yolande Witman

Carl Cato Wadel
Theorising practice in the emergence of CoPs – the case of the Norwegian Petroleum Directorate

Sue Marie Peters
The construction of a community of practice of small business owner managers: An empirical study

Klaus-Peter Schulz, Silke Geithner and Michael Fox
The emergence of communities of practice by the means of learning and development platforms

Christoffer Rydland
The Lindesberg Group 1956-2008: The rise and demise of a community of practice

SESSION VII
Saturday, July 4 11:00–12:30
LOCATION E2-1-101
Power in Communities of Practice
CHAIR Sue Marie Peters

Chris Kimble, Nathalie Tessier and Isabelle Bourdon
Defining practice, power and relationships in virtual communities of practice

Alessia Contu
Cool creative and egalitarian?

Yolande Witman and Gerhard A.C. Smid
Learning a feel for the game in the medical world through participation in review meetings

Georgina Caillard
Linking communities of practice: Boundary objects and multi-membership

**CONVENORS**
Michel Ehrenhard, University of Twente, The Netherlands
m.ehrenhard@utwente.nl
Shaker Zahra, University of Minnesota, USA. zahra004@umn.edu
Jeroen Kraaijenbrink, University of Twente, The Netherlands
j.kraaijenbrink@utwente.nl

**SESSION I**
Thursday, July 2
E3-B-B020
Entrepreneurship in Geographic Clusters
CHAIR Shaker Zahra

Marc D. Bahlmann
Does distance matter? Advancing our understanding of the geography of innovation
PRESENTER Brett Anitra Gilbert

Yue Zhao
On the diffusion of the ready-to-wear fashion: An institutional-network approach
PRESENTER Marc D. Bahlmann

Brett Anitra Gilbert
Disruptive technologies: Identifying their geographic origins
PRESENTER Yue Zhao

**SESSION II**
Thursday, July 2
E3-B-B020
Entrepreneurial Systems
CHAIR Jeroen Kraaijenbrink

Marcus W.H. Ho, Marie G. Wilson and Shu-Yuan Wu
Industry knowledge structures and participative actors: A complexity perspective on the creation of employment systems through entrepreneurship
PRESENTER Adina Dabu

Chuan-Kai Lee and Shih-Chang Hung
Creating an industry in an emerging market: Institutional entrepreneurship of Chinese vendors and Taiwanese makers in the Chinese mobile phone industry
PRESENTER Shu-Yuan Wu

Adina Dabu
The human resource management consulting entrepreneur: Firm-builder, market-maker and diffuser of human resource management knowledge in an emergent business system
PRESENTER Chuan-Kai Lee

**SESSION III**
Thursday, July 2
E3-B-B020
Entrepreneuring in the Innovation Process
CHAIR Michel Ehrenhard

Barbara Fuchs
Venturing lead user generated ideas within a large corporation: Knowledge conversion and entrepreneurship at the front end
PRESENTER Maria Höysä

Nicolaj Tofte Brenneche, Finn Hansson and Mette Mønsted
Energizing knowledge for innovation in interorganisational collaborations: Critical remarks on knowledge transfer and a turn towards collaborative entrepreneurship
PRESENTER Barbara Fuchs

Maria Höysä and Sampsa Hyysalo
Making sense of an opportunity in a discontinuity situation – a case of new clinical testing equipment
PRESENTER Finn Hansson
Energizing entrepreneurship: the role of industry knowledge structures in creating, assessing, and embedding new business ventures

**SESSION IV**

**Friday, July 3 09:00–10:30**

**LOCATION**

E3-B-B020

**Entrepreneurial Opportunity Exploration and Exploitation**

**CHAIR** Shaker Zahra

Alejandra Marin Melo and Christine Quinn Trank

Entrepreneurs: Recognizing and making paths by walking

**PRESENTER** Roberta Virtuani

Yeda Swirski de Souza and Inara Schier

The odd life cycle of software small and medium sized companies

**PRESENTER** Alejandra Marin Melo

Roberta Virtuani and Antonella Zucchella

Strategic and organizational design in creating radically new businesses

**PRESENTER** Yeda Swirski de Souza

**SESSION V**

**Friday, July 3 11:00–12:30**

**LOCATION**

E3-B-B020

**Entrepreneurial Sensemaking**

**CHAIR** Michel Ehrenhard

Joep Cornelissen and Jean Clarke

The discursive creation of new ventures: The role of metaphor and analogy

**PRESENTER** Marina G. Biniari

Jatinder S. Sidhu, Bettina B.F. Wittneben and Shahzad M. Ansari

Why do entrepreneurial stories matter? Obtaining legitimacy and resources by recounting a coherent mission

**PRESENTER** Jean Clarke

Marina G. Biniari

The role of corporate agency in making sense of industry knowledge structures and the impact on the imprinting process of corporate venturing units

**PRESENTER** Jatinder S. Sidhu

**SESSION VI**

**Saturday, July 4 09:00–10:30**

**LOCATION**

E3-B-B020

**Entrepreneurial Variety and Performance**

**CHAIR** Jeroen Kraaijenbrink

Sebastiaan van Doorn

Entrepreneurial orientation and firm performance: The moderating role of senior team attributes and environmental dynamism

**PRESENTER** Bárbara Larrañeta

Seungwha (Andy) Chung, Youngkeun Choi and Ji Sun Lim

The role of the entrepreneur, industry and government in corporate development: The case of Korean information technology industry

**PRESENTER** Sebastiaan van Doorn

Bárbara Larrañeta and Els van de Velde

The influence of the knowledge conversion capability of new ventures on the variety of business opportunities and strategies pursued

**PRESENTER** Seungwha Chung
Social Capital and Entrepreneurial Ventures

**CONVENORS**
Tina Dacin, Queen's University, Canada. tdacin@business.queensu.ca
Tom Elfring, VU University Amsterdam, The Netherlands
telfring@feweb.vu.nl
Indre Maurer, University of Cologne, Germany. maurer@wiso.uni-koeln.de

**SESSION I**
**LOCATION** E3-B-B017
**Thursday, July 2**
**SESSION II**

Welcome and Introduction
Social Capital and Industry Context
CHAIR Indre Maurer

- Charles Baden-Fuller, Simone Feriani, Stefani Mengoli and Vanina Torlo
  Social networks in the hedge funds industry: An empirical analysis

- Bilgehan Uzunca and S. Nazli Wasti
  The effect of social capital in supplier development and organizational learning: Spinoff suppliers of a Turkish automotive manufacturer

- Francisco Fazito Teixeira, Luiz Antônio Teixera and Daniel Jardim Pardini
  The influence of the social relations systems in the exercise of entrepreneurship business in the odontological services

**SESSION IV**
**LOCATION** E3-B-B017
**Friday, July 3**
**SESSION V**

Social Capital and Entrepreneurial Ventures in Regions/Clusters
CHAIR Tina Dacin

- Ayse Elf Sengün and Mehmet Çakar
  Trust, knowledge sharing and innovation in horizontal inter-firm exchanges: Evidence from an industrial district context

- Patricia Mendonça and Mário Aquino Alves
  Diffusion and entrepreneurship: The professionalization of the rural development field in the Brazilian Northeastern Region

- Andrea Bernardi and Salvatore Monni
  Social capital and co-operative organization in Italy: An empirical analysis

- Michael V. Russo and Andrew G. Earle
  The geography of sustainable enterprise and the concentration of mission-driven companies

- Andrea-Elena Postariu and Aura Parmentier Cajaiba
  Toward managing threats to SME growth via networks: An empirical study based on network and resource-based view

- Ana Maria Bojica, Maria del Mar Fuentes and Matilde Ruiz Arroyo
  Corporate entrepreneurship activities of SMEs and knowledge acquisition from interorganizational alliances: An empirical study of their influence on performance

- Ivan M. Manev, Bojidar S. Gyoshev and Tatiana S. Manolova
  When does social capital add value to entrepreneurial ventures? Empirical evidence from a transition economy

- Rob J.G. Jansen, Patrick A.M. Vermeulen and Petru L. Corseu
  The capital of SME owners: Human and social capital effects on decision effectiveness

- Cornelia Wilson and Yvonne Guerrier
  Youth enterprise and social capital

- Christiana Weber and Barbara Weber
  Social entrepreneurship and social capital: Theory and empirical evidence

- Merja Lähdesmäki and Timo Suutari
  Keeping at arm’s length or searching for proximity? Corporate social responsibility as a reciprocal process between small businesses and the local community

- Elco van Burg, Isabelle M.M.J. Reymen, A. Georges L. Romme and Victor A. Gilsing
  How fairness perceptions affect new-venture development
### SESSION VI

**Location**: E3-B-B017  
**Date/Time**: Saturday, July 4 09:00–10:30

**Chair**: Indre Maurer

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<th>Presentation</th>
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<tr>
<td>Wai-sum Siu, Qiong Bao and Yi-zheng Shi</td>
<td>Research into entrepreneurial network competence: Interplay of network relationships, structure and governance</td>
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<td>Micheal Beier and Thorsten Semrau</td>
<td>The impact of specialization and integration of relationship management on the social capital of entrepreneurial ventures</td>
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<td>Trudi Lang and Rafael Ramirez</td>
<td>Constructing social capital through entrepreneurial scenario ventures</td>
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### SESSION VII

**Location**: E3-B-B017  
**Date/Time**: Saturday, July 4 11:00–12:30

**Chair**: Tom Elfring

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<th>Presentation</th>
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<tr>
<td>Suzana Braga Rodrigues and John Child</td>
<td>Building social capital for internalization: The experience of British SMEs in Brazil</td>
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<td>François Goxe and Céline Viala</td>
<td>Social capital, entrepreneur-related factors and internationalization: The case of French SMEs in China</td>
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<td>Tamara Galkina and Sören Kock</td>
<td>Entrepreneurial infrastructure and business relationship establishment-networking patterns of Russian and Finnish founding teams</td>
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**Closing Discussion**
# Understanding Novelty as Everyday Experience: Pragmatist Perspectives

**Convenors**
Philippe Lorino, ESSEC Business School, France. lorino@essec.fr
Jaume Guia, University of Girona, Spain. jaume.guia@udg.es
Barbara Simpson, Strathclyde Business School, UK. barbara@gsb.strath.ac.uk

**Session I**
**Date:** Thursday, July 2, **Time:** 09:00–10:30
**Location:** E3-B-B011

**Pragmatism and Design**
**Chair:** Philippe Lorino

- Anna Rylander
  - Exploring design thinking as pragmatist inquiry

  *The convenors of the sub-theme will review ‘Key themes in pragmatism’ in an introductory presentation.*

**Session II**
**Date:** Thursday, July 2, **Time:** 11:00–12:30
**Location:** E3-B-B011

**Symbols in Innovation**
**Chair:** Barbara Simpson

- Jacqueline Holzer Müller and Patricia Wolf
  - Sense-making in organizational innovation processes: The function of shared symbols and boundary objects

- Kristiane M.F. Lindland
  - New product development as the social process of developing meaning – exploring how the physical object plays a part in the emergence of meaning and product language

**Session III**
**Date:** Thursday, July 2, **Time:** 14:00–15:30
**Location:** E3-B-B011

**Changing Practice**
**Chair:** Jaume Guia

- Diane-Laure Arjalié-de la Lande
  - An inquiry on collective activity: How do organizational members face institutional change? The example of a socially responsible investor

- Christina Mauléon and Susanne Ollila
  - The drama of co-construction – exploring what ‘goes on’ in a conversational arena

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# Capacity to Be Creative

**Chair:** Philippe Lorino

- Stavroula Tsirougianni
  - Values and creativity in the knowledge society: A case of Greek and British workers

- Stratos Ramoglou
  - In the shadow of entrepreneurs: Taking seriously the ‘Others’ of entrepreneurship

**Session V**
**Date:** Friday, July 3, **Time:** 11:00–12:30
**Location:** E3-B-B011

**Comparing Adjacent Perspectives**
**Chair:** Barbara Simpson

- Damien Mourey
  - A chameleonic researcher – self-reflexivity over pragmatist inspired research practices: A grounded theory goes hand in hand with a grounded inquiry

- Wendelin Küpers
  - Inter-corporeality of cocreational action and passion – pragmatist and phenomenologist perspectives on the creative ‘inter-practice’ of improvisation

**Session VI**
**Date:** Saturday, July 4, **Time:** 09:00–10:30
**Location:** E3-B-B011

**Pragmatism and Research Practice**
**Chair:** Jaume Guia

- Timo Hartmann, Sergei Miller and André Dorée
  - Specifying the pragmatic roots of action research

- Bjørn Haugstad, Kjersti Bjørkeng and Grete Håkonsen
  - Creative inquiries in collaborative action research
PASSION FOR CREATIVITY AND INNOVATION

29 Sub-theme

Idea Work: Creating and Becoming in Everyday Organizational Practice

CONVENORS
Stewart Clegg, University of Technology, Sydney, Australia
stewart.clegg@uts.edu.au
Elena Antonacopoulou, University of Liverpool Management School, UK
e.antonacopoulou@liverpool.ac.uk
Arne Carlsen, SINTEF Technology and Society, Oslo, Norway
arne.carlsen@sintef.no

SESSION I
Thursday, July 2
09:00–10:30
E2-2-211
Opening Ideas
CHAIR Conveners
The convenors will start with introducing the sub-theme and the participants
Guje Sevón and Liisa Välikangas
Of managers, ideas and jesters
DISCUSSANTS Conveners
Dirk Deichmann and Jan van den Ende
Boomerang effects of networked ideas
DISCUSSANTS Tea Lempialä and Tiina Tuominen
Tea Lempialä and Tiina Tuominen
Innovative pursuits or routine performance – perceptions of creativity in idea work
DISCUSSANT Dirk Deichmann

SESSION II
Thursday, July 2
11:00–12:30
E2-2-211
Cultural Fields in Idea Work
CHAIR Stewart Clegg
Richard Badham and Amanda Mead
The translation performance: An ethnography of ‘success’ in critical executive education on managing change
DISCUSSANT Marie-Léandre Gomez
Jarrod Haar, Judith Motion and Shirley Leitch
The politics of idea work: An indigenous perspective
DISCUSSANTS Richard Badham and Amanda Mead
Marie-Léandre Gomez and Isabelle Bouty
The social dimensions of idea work in haute cuisine: A Bourdieusian perspective
DISCUSSANTS Jarrod Haar, Judy Motion and Shirley Leitch
**SESSION V**

**Friday, July 3 11:00–12:30**

**THEORIZING IDEA WORK**

**CHAIR** Stewart Clegg

- **Grant Michelson**
  - The shaping of ideas: Geometric representations of organizing
  **DISCUSSANT** Michel Avital

- **Robert Farrands**
  - Dialectics of thought and feeling
  **DISCUSSANT** Grant Michelson

- **Michel Avital and Wietske van Osch**
  - The generative archetypes of idea work
  **DISCUSSANT** Robert Miles Farrands

**SESSION VI**

**Saturday, July 4 09:00–10:30**

**BECOMING IDEAS – OBJECTS, ARTISTRY, SPACES**

**CHAIR** Arne Carlsen

- **Attar Hooman and Richard Badham**
  - The mapping is the territory: Existential artistry in converting uncertainty into risk in the early stages of product innovation
  **DISCUSSANTS** Aina Landsverk Hagen, Gudrun Rudningen and Tord Mortensen

- **Janet Sayers and Caroline Keen**
  - Napkin notes: Cafes and ‘idea work’
  **DISCUSSANTS** Attar Hooman and Richard Badham

- **Aina Landsverk Hagen, Tord Mortensen and Gudrun Rudningen**
  - Creativity as sidetracking: On recognizing peak moments in a turning stream of ideas
  **DISCUSSANT** Janet Sayers

**SESSION VII**

**Saturday, July 4 11:00–12:30**

**ROUND TABLE**

**CHAIR** Elena Antonacopoulou

- Idea summaries: What have we learned? Which new ideas emerged?
  The conveners provide brief summaries of the sessions to guide the discussion

- **Idea Awards**
  Four awards will be given:
  i) ‘Best Idea Work Paper’ award,
  ii) ‘Most Novel Idea’ award
  iii) ‘Most Energizing Discussant’ award, and
  iv) the ‘Bob’ award
Innovation from the Outside: Cognition, Interaction and Distance

CONVENORS
Markus Perkmann, Imperial College London, UK
m.perkmann@imperial.ac.uk
Erik Stam, University of Cambridge, UK. e.stam@uu.nl

SESSION I
Thursday, July 2 09:00–10:30
E2-2-201
CHAIR Erik Stam

- Anja Iseke and Martin Scheider
  Technological and institutional contingencies in governing university-industry research partnerships: An international-comparative perspective

- Christine Moser, Peter Groenewegen and Marleen Huysman
  Social governance mechanisms in innovating communities

- Markus Perkmann
  Intellectual arbitrage across institutional domains

SESSION II
Thursday, July 2 11:00–12:30
E2-2-201
CHAIR Erik Stam

- Paul K. Couchman, Ian McLoughlin and David Charles
  Engineering localised innovation spaces: Embedding attempts in the knowledge economy

- Anna Stephens, Pat Rowe and John Steen
  Local-global knowledge dynamics of Australian biotechnology clusters

- Dean A. Hennessy
  Acquisition events and the evolution of industry clusters

SESSION III
Thursday, July 2 14:00–15:30
E2-2-201
CHAIR Erik Stam

- Luciana Lazzaretto
  The paths of creative capacity of the culture between cross fertilization and serendipity

- Joris Knoben and Leon Oerlemans
  On the spatial embeddedness of interorganizational knowledge transfer relations: Taking network configurations into account

- Taran Mari Thune
  Proximity and interactive learning in collaborative research: Longitudinal research on university-firm partnerships

SESSION IV
Friday, July 3 09:00–10:30
E2-2-201
CHAIR Erik Stam

- Laurent Zibell and Peter Allen
  Cognitive distance as success factor of co-operative R&D in Europe: Organisational capabilities and cultural conventions

- Michiel Pieters, John Hagedoorn, Wim Vanhaverbeke and Vareska van de Vrande
  The impact of network position within the clique

- Vareska van de Vrande and Wim Vanhaverbeke
  Corporate venture capital and the sequencing of inter-organizational ties over time

SESSION V
Friday, July 3 11:00–12:30
E2-2-201
CHAIR Erik Stam

- Jan Hohberger
  Exploration and exploitation via alliances

- Florence Charue-Duboc and Jonathan Castel
  Leveraging external knowledge for innovation: A framework of the processes based on a case study

- Dima Younès and Denis Segrestin
  Syntax, semantic, and power: Governing inter-organizational R&D projects
SESSION VI
Saturday, July 4 09:00–10:30
LOCATION E2-2-201
CHAIR Markus Perkmann
Jill E. Perry-Smith and Christina E. Shalley
A social composition view of team creativity: The role of team member outside tie strength and national diversity
Nora Madjar, Lucy L. Gilson and John Mathieu
A compositional approach to team creativity: Does what we know and who we know matter?
Petru L. Corseu
Knowledge and power disparity in groups: A truly lethal cocktail for group cognitive complexity?

SESSION VII
Saturday, July 4 11:00–12:30
LOCATION E2-2-201
CHAIR Markus Perkmann
Reuven Shapira
Innovation from the outside: The decisiveness of outsiders’ habituses and involvement in locals’ problem-solving for innovation
Rocco Agrifoglio and Concetta Metallo
The effect of geographic distance on team dynamics: The role of team-member exchange quality (TMX)
Abdessamad Ennabih, Allard C.R. van Riel and Zuzana Sasovova
Knowledge sharing among members of new service development teams: The role of organizational and project climate
The Marriage of Story and Metaphor: Power Couple or Marriage of Convenience?

CONVENORS
Yiannis Gabriel, Royal Holloway University of London, UK
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Daniel Geiger, Johannes Kepler University Linz, Austria
daniel.geiger@jku.at
Hugo Letiche, Humanistics University of Utrecht, The Netherlands
h.letiche@ru.nl

SESSION I
Thursday, July 2
09:00–10:30
E1-1-12
CHAIR Yiannis Gabriel
Introduction to the Theme:
Yiannis Gabriel, Daniel Geiger and Hugo Letiche
Jackie Ford and Nancy Harding
Telling an untold story – on being a follower rather than a leader
Elaine Robinson
The use of metaphor, narrative and story-telling in relational coaching
Gerardo Patriotta and Andrew Brown
Stories and metaphors for ongoing sensemaking in university students’ routines

SESSION II
Thursday, July 2
11:00–12:30
E1-1-12
CHAIR Gerardo Patriotta
Jerzy Kociatkiewicz and Monika Kostera
Telling stories together: Narrative and thematic coherence in the experience of organizing
Robert J. Marshak and Loizos Heracleous
Evocative framings: How discursive hot buttons linked to implicit storylines impact strategic decisions
Chris Kuiper, Loes Houweling and Hugo Letiche
Metaphors: Postcards and hardiness

SESSION III
Thursday, July 2
14:00–15:30
E1-1-12
CHAIR Hugo Letiche
Tavia La Follette
Firefly insight: Metaphorical and aesthetic meaning and how they help us in the evolution of communication
Barbara Anne Plester
Laugh out loud: Using metaphors and humour stories to construct a passionate and extreme organizational identity.
Jean-Luc Moriceau and Marie-Astrid Le Theule
Beyond our first understanding: Performing stories and metaphors in a theatre of passion

SESSION IV
Friday, July 3
09:00–10:30
E1-1-12
CHAIR Nancy Harding
Hugh Lee
Ticking boxes, telling stories and reifying discursive metaphors
Rachel Wolfgramm
Evoking the gods in story and metaphor to ignite passion and energize the study of organisation
Philippe Mairesse
Truth and the metaphor of ship at sea in Foucault’s Fearless Speech
Sarah Robinson and Ron Kerr
The metaphor of the journey: Beyond the MBA and back to Bildung

SESSION V
Friday, July 3
11:00–12:30
E1-1-12
CHAIR Loizos Heracleous
Hugo Letiche, Albert Cath and Arthur C. Petersen
Struggle by metaphor: Social-ecological systems theory versus social complexity theory
Peter Pelzer
The risk to come
Sally Riad
Exploring the dynamics of metaphoric utterances in relational stories of organization
Christine Räisänen and Sven Gunnarson
Metaphorical meta-narratives to unveil and frame dysfunction in organisations
31 Sub-theme

The marriage of story and metaphor: power couple or marriage of convenience?

SESSION VI
LOCATION E1-1-12
CHAIR Barbara Anne Plester
Bruce Fortado
Big boss tours: A field exploration of the marriage of story and metaphor
Daniel Nyberg and Stefan Sveningsson
The construction of a natural born leader: Leadership and identity processes
Carol Jarvis and Jennifer Wilkinson
Does a Smith and Wesson beat four aces? Or can four aces beat a Smith and Wesson?
Graham Sewell
Metaphor, myth, and enchanting stories: Institutionalization as re-enchantment

SESSION VII
LOCATION E1-1-12
CHAIR Daniel Geiger
Charo Rodriguez and Emanuelle Bélanger
A very long journey: Stories and metaphors in the sensemaking of multiple organizational identities
Lucia Garcia-Lorenzo, Sevasti-Melissa Nolas and Gerard de Zeeuw
Containing and extending: Making sense of organizational change through metaphors and stories
Lovisa Näslund and Frida Pemer
The allure of the grand narrative: The role of storytelling in organizational change
Yiannis Gabriel, Daniel Geiger and Hugo Letiche
Conclusions and farewell
Creating Symbolic Value Through the Manipulation of Meanings and Symbols

CONVENORS
- Micki Eisenman, Baruch College, City University of New York, USA
  micki.eisenman@baruch.cuny.edu
- Davide Ravasi, Bocconi University, Milan, Italy
  davide.ravasi@unibocconi.it
- Pablo Martin de Holan, Instituto de Empresa Business School, Spain
  pmdeh@ie.edu

SESSION I
Thursday, July 2 09:00–10:30
E3-B-B009
Bridging Art, Culture and Commerce
CHAIR Davide Ravasi
Pablo Martin de Holan
Welcome and introduction
Roger L.M. Dunbar, Raghu Garud and Suresh Kotha
Material, symbolic and institutional value: The case of Steinway & Sons
DISCUSSANTS Laura Laaksonen, Elana Dalpiaz
Mirva Peltoniemi
Art versus profit in the evolution of the game development industry
DISCUSSANTS John Weeks, Restituta Castiello

SESSION II
Thursday, July 2 11:00–12:30
E3-B-B009
Strategies of Symbolic Value Creation
CHAIR Pablo Martin de Holan
Céline Abecassis-Moedas and Jean-Pierre Benghozi
The architecture of design for value creation in fashion chain
DISCUSSANTS Elana Dalpiaz, Séverine Le Loarne
Mathias Béjean
From ‘value chain’ to ‘signifying chain’ management: Learning from the case of symbolic value creation in the art-based firms
DISCUSSANTS Céline Abecassis-Moedas and Marjana Johansson
John Weeks, Charlie Galunic and Karsten Jonsen
Evaluating espoused values
DISCUSSANTS Violina Rindova, Ralph Maurer

SESSION III
Thursday, July 2 14:00–15:30
E3-B-B009
Manipulating Visual and Architectural Symbols
CHAIR Davide Ravasi
Marjana Johansson and Lovisa Nåslund
Manipulating meaning: A semiotic reading of the construction of ‘home’ in interior design retail
DISCUSSANTS Laura Laaksonen and Rune Thorbjørn Clausen
Rune Thorbjørn Clausen
Valuable value: Transformations through architectural enactment
DISCUSSANTS John Weeks and Mathias Béjean

SESSION IV
Friday, July 3 09:00–10:30
E3-B-B009
Cultural and Institutional Processes in Symbolic Value Creation
CHAIR Pablo Martin de Holan
Laura Laaksonen, Toni-Matti Karjalainen and Antti Ainamo
Symbolic value creation: Learnings from Finnish metal music
DISCUSSANTS Mirva Peltoniemi and Corinne Grenier
Elena Dalpiaz, Davide Ravasi and Violina Rindova
A cultural quest: A study of organizational cultural repertoire enrichment
DISCUSSANTS: Roger Dunbar and Ralph E. Maurer
Ralph E. Maurer
Harnessing symbolic tributaries: Innovation practices in the development of the comic-book film genre
DISCUSSANTS Rune Thorbjørn Clausen and Severine Le Loarne

SESSION V
Friday, July 3 11:00–12:30
E3-B-B009
Meaning Making of and Around Objects
CHAIR Davide Ravasi
Restituta Castiello
Scripted on the virtual body. How an online community creates artefacts that are imbued with meanings shaping their identity as inclusive and women-friendly
DISCUSSANTS Mirva Peltoniemi and Lovisa Nåslund
Séverine Le Loarne and Cirunne Greneir
Introducing democracy in arts creation – passion and boundary objects
DISCUSSANTS Roger Dunbar and Céline Abecassis-Moedas
Pablo Martin de Holan
Conclusion and research agenda
Passion and Discipline in Creative Industries

CONVENORS
Candace Jones, Boston College, USA. jonescq@bc.edu
Jesper Strandgaard Pedersen, Copenhagen Business School, Denmark js.ioa@cbs.dk
Vincent Mangematin, Grenoble Ecole de Management and GAEL (INRA/UPMF), France. vincent.mangematin@grenoble-em.com

SESSION I
Thursday, July 2
09:00–10:30
E3-0-0018
Group Discussion
CHAIR Candace Jones
Welcome and participant introductions
Emily Block and Jo-Ellen Pozner
Up and down the dial: Institutional innovation and multi-stakeholder dynamics in the U.S. television industry
DISCUSSANTS Candace Jones and Gianni Lorenzoni
Stoyan V. Sgourev
How Cubism created Picasso: Ambiguity and convergence in radical innovation
DISCUSSANTS Massimo Maoret and Emily Block

SESSION II
Thursday, July 2
11:00–12:30
E3-0-0018
Group Discussion
CHAIR Vincent Mangematin
Maxim Voronov, Dirk de Clercq and Bob Hinings
Translating creativity: framing the Ontario wine industry
DISCUSSANTS Grégoire Croidieu and Candace Jones
Grégoire Croidieu and Ignasi Martí
Loyalty and resistance: The case of the Saint-Emilion wine field
DISCUSSANTS Bob Hinings and David Grandadam
Patrick Cohendet, Sophie Daunais, David Grandadam and Laurent Simon
Territories, firms and creativity: fun and cooking in the Quebec province
DISCUSSANTS Maxim Voronov and Sebastian Brion

SESSION III
Thursday, July 2
14:00–15:30
E3-0-0018
Creative Encounters in Barcelona
CHAIR Jesper Strandgaard Pedersen
Our sub-theme event – a surprise!

SESSION IV
Friday, July 3
09:00–10:30
E3-0-0018
Group Discussion
CHAIR Jesper Strandgaard Pedersen
Paul S. Adler and Clara Xiaoling Chen
Beyond intrinsic motivation: On the nature of individual motivation In large-scale collaborative creativity
DISCUSSANTS Barbara Slavich and Doris Eikhof
Ursula Christine Loisch and Barbara Müller
Spot on: Empowerment in the creative industries
DISCUSSANTS Marcel Planellas and Katharina Chudzikowski
Barbara Slavich, Silviya Svejenova and Marcel Planellas
‘Creativity in a box’: Mechanisms for translating creative passion into cultural products
DISCUSSANTS Paul S. Adler and Ursula Christine Loisch

SESSION V
Friday, July 3
11:00–12:30
E3-0-0018
Group Discussion
CHAIR Vincent Mangematin
Candace Jones and Massimo Maoret
Achieving distinction: The influence of cultural capital, social capital and creative spaces on innovation
DISCUSSANTS Stoyan V. Sgourev and Fabrizio Montanari
Morales F. Xavier Molina and Marco Paiola
Minor cities festivals as drivers of creative spaces. Different modes of network governance
DISCUSSANTS Roman Gandia, Christina Boari
Fabrizio Montanari, Federico Riboldazzi and Edoardo Gallo
The hidden creative class: Analyzing loci of creativity in a medium size city
DISCUSSANTS Paul S. Adler and Morales F. Xavier Molina
PASSION FOR CREATIVITY AND INNOVATION

SESSION VI
Parallel Stream A: Perspectives on Creative Industries
LOCATION E3-0-0018
CHAIR Vincent Mangematin

Mario Vötsch and Richard Weiskopf
Organizing heterogeneous initiatives. Creative organization in the cultural field
DISCUSSANTS Isabelle Royer and David Grandaham
Isabelle Royer
Same passion, different outcomes: Blockbusters and fiascoes in the movie industry
DISCUSSANTS Katharina Chudzikowski and Babara Müller
Katharina Chudzikowski and Doris Ruth Eikhof
Designing career and images: Product designers as creative workers?
DISCUSSANTS Richard Weiskopf and Amélie Boutinot

Parallel Stream B: Economic Perspectives on Creative Industries
LOCATION E3-B-B014
CHAIR Massimo Maoret
Anna Dempster and Reinhard Bachmann
Trust and contracts in the creative industries: Trade-off or complements?
DISCUSSANTS Alexander Souza Perucia and Massimo Maoret
Alexandre Souza Perucia, Alsones Balestrin and Jorge Verschoore
Make, buy or ally: A case study on the Brazilian game industry
DISCUSSANTS Anna Dempster and Roman Gandia
Romain Gandia and Sebastian Brion
Product modularity and value distribution in the innovation networks:
An application in video game industry and animation industry
DISCUSSANTS Sebastian Brion and Reinhard Bachman

Parallel Stream C: Innovation, Learning and Constraint
LOCATION E3-B-B018
CHAIR Jesper Strandgaard Pedersen
Jesper Strandgaard Pedersen
Embracing constraints and innovating traditions in a filmmaking company
DISCUSSANTS Charles Clemens Rüling and Gianni Lorenzoni
Charles-Clemens Ruling
Festivals as ecologies of learning
DISCUSSANTS Mario Vötsch and Jesper Strandgaard Pedersen
Gianni Lorenzoni and Mark Lazerson
Unlike other chocolate – Modica chocolate doesn’t melt under the Sicilian sun: Creating a market for Conquistador chocolate
DISCUSSANTS Emily Block and Barbara Slavich

Parallel Stream D: Institutional Logics and Legitimacy
LOCATION E3-B-B018
CHAIR Candace Jones
Jin-ichiro Yamada and Kumi Matsuoka
How do institutional logics stifle or facilitate collective agencies? Regional revitalisation in the case of the Echigo-Tsumari Art Triennial
DISCUSSANTS Florian Täube and Marcel Plannellas
Florian Täube
The making of … an industry: Leveraging legitimacy for industry creation – the case of the film industry in Bollywood and the DLF Indian Premier League cricket
DISCUSSANTS Frederico Ribaldozzi and Özge Can
Özge Can and Behlül Üsdiken
Turkish Theatre Field: A ‘stage’ for the interplay of multiple logics
DISCUSSANTS Bob Hinings and Jin-ichiro Yamada

PASSION FOR CREATIVITY AND INNOVATION

Sub-theme 33
Passion and discipline in creative industries

Saturday, July 4 09:00–10:30
SESSION VIIa  Saturday, July 4  11:00–12:00
Parallel Stream A: Architects
LOCATION  E3-0-0018
CHAIR  Vincent Mangematin
Amélie Boutinot
Building reputation among various audiences: The case of architects’ trajectories
DISCUSSANTS Beatrice Manzoni and Vincent Mangematin
Beatrice Manzoni, Peter Morris and Hedley Smyth
Equipping project teams to win architecture tenders
DISCUSSANTS Amélie Boutinot and Alonses Abalestrin

Parallel Stream B: Creative networks
LOCATION  E3-B-B014
CHAIR  Candace Jones
Federico Riboldazzi and Cristina Boari
How do knowledge brokers emerge? The case of the comics-publishing house Kappa Edizioni
DISCUSSANTS Lauri Wessel and Candace Jones
Lauri Wessel, Martin Gersch, Christian Göke and Elke Schüßler
How strong ties and repeated projects shape creative processes within the new media services sector
DISCUSSANTS Cristina Baori and Federico Riboldazzi

SESSION VIIb  Saturday, July 4  12:00–12:30
Closing and thoughts for next year in Lisbon
LOCATION  E3-0-0018
CHAIR  Jesper Strandgaard Pedersen
Parallel sessions come together in main room for Closing.
Jesper Strandgaard Pedersen will give closing remarks and solicit thoughts about next year in Lisbon
Organizational Creativity: The Overlooked, Understudied, and Much Missed

CONVENORS
Daved Barry, Universidade Nova de Lisboa, Portugal. dbarry@fe.unl.pt
Tomi J. Kallio, Turku School of Economics, Finland. tomi.kallio@tse.fi
Erika Sauer, University of Tampere, Finland. erika.sauer@psycon.fi

SESSION I
Thursday, July 2, 09:00–10:30
E1/-1/TIC3
CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer
Ileana Stigliani
The making of form: Exploring aesthetic knowledge in product design
Mogens Holm
The dramaturgy of creative transformation
Rita Bissola and Barbara Imperatori
Flying in the face of creativity clichés: Some empirical evidences

SESSION II
Thursday, July 2, 11:00–12:30
E1/-1/TIC3
CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer
Tomi J. Kallio and Annika Blomberg
Organizational creativity in academic journals: A literature review
Antti Kauppinen and Vesa Puhakka
The lack of organizational creativity perspective in understanding the phenomenon of opportunity creation: A systematic literature review
Fabrizio Maimone and Marta Sinclair
How to manage for organizational creativity and innovation: The role of organizational space, emotional climate and diversity

SESSION III
Thursday, July 2, 14:00–15:30
E1/-1/TIC3
CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer
Franca Cantoni and Roberta Virtuani
Organizational creativity: The managerial perspective
Martina Kliesch-Eberl and Peter Eberl
An extended perspective on innovation: Bridging organizational creativity to dynamic-capabilities
Arne L. Bygdås, Gudrun L. Rudningen and Maria Lundberg
Studying organisational creativity in everyday practices – mysteries, multiplicities and momentousness

SESSION IV
Friday, July 3, 09:00–10:30
E1/-1/TIC3
CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer
Annamari Tuori and Tanja Vilén
Producing subject positions and power relations in creative industry organizations: Taking a discursive view on organizational creativity
Daniel Ericsson
(Re)configuring creativity: Creative forces and processes in the field of music
Anna-Maija Nisula, Aino Kianto and Tatiana E. Andreeva
What can innovative companies learn from theatre improvisation?
34 Sub-theme
Organizational creativity: the overlooked, understudied, and much missed

SESSION V
Friday, July 3 11:00–12:30
LOCATION E1/-1/TIC3
CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer
Kirs-Mari Vihermaa and Tomi J. Kallio
Can management accounting contribute to organizational creativity studies?
Clive Holtham and Andy Wilkins
Organisational creativity: Building a business ba-haus?
Jan Oliver Schwarz and Swapnesh K. Masrani
The ‘narrative turn’ in getting out of the box: Examining ways of breaking path dependency in foresight

SESSION VI
Saturday, July 4 09:00–10:30
LOCATION E1/-1/TIC3
CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer
Volker Spelthann
Organizational creativity in project heterarchies – the case of VFX production
Petros Chamakiotis and Niki Panteli
Developing creativity in global virtual teams
Hela Chebbi and Dorra Yahiaoui
From idea to innovation: The role of the exploration for a telecommunication group

SESSION VII
Saturday, July 4 11:00–12:30
LOCATION E1/-1/TIC3
CHAIR Daved Barry, Tomi J. Kallio, Erika Sauer
Stefano Cirella and A.B. (Rami) Shani
Collective creativity-by-design: The development of new capabilities
DISCUSSANTS Arne L. Bygdås, Gudrun L. Rudningen and Maria Lundberg
Philippe Byosière and Denise L. Luethe
Spontaneous combustion of ideas: Agility, openness and versatility in organizational creativity
Organization Operating at the Extreme

CONVENORS
Bridgette Sullivan-Taylor, Warwick Business School, UK
msmbst@wbs.ac.uk
Arzu Iseri-Say, Boğaziçi University, Turkey. iseria@boun.edu.tr
Philippe Very, EDHEC Business School, France. philippe.very@edhec.edu

SESSION I
Thursday, July 2
09:00–10:30
E3-B-B019
Convenors Welcome and High Reliability Organizations
CHAIR Philippe Very
Maurizio Catino and Gerardo Patriotta
Managing errors and blame in extreme organizations: The case of the Italian Air Force
DISCUSSANT Christian Moldjord
Paddy O'Toole and Steven Talbot
Trust in extremes: The nature of trust in safety cultures
DISCUSSANT Christian Moldjord
Tessa Melkonian and Thierry Picq
Collective performance of teams operating at the extreme: The case of Special Forces
DISCUSSANT Christian Moldjord

This session is about the factors that contribute to organizational resilience, and especially on the role of trust, culture and other collective mechanisms on the creation of high reliability organizations.

SESSION II
Thursday, July 2
11:00–12:30
E3-B-B019
Complexity and Risk
CHAIR Arzu Iseri-Say
Pierpaolo Andriani and Bill McKelvey
Using scale-free theory from complexity science to better manage risk
DISCUSSANT Paul McGrath
Jean-Malik Dumas and Jean-François Hennart
Informational complexity, control, and the optimal size of the MNE
DISCUSSANT Paul McGrath
Renata Kaminska-Labbé, Catherine Thomas and Bill McKevelvy
Building dynamic capabilities in times of drastic change: Lessons from complexity science
DISCUSSANT Paul McGrath

This session is focussed upon complexity science and discusses the application of complexity theories to the management of risk and extreme events.

SESSION III
Thursday, July 2
14:00–15:30
E3-B-B019
Crisis Management
CHAIR Philippe Very
Camelia Dumitriu and Magda Donia
Crisis management in the school shootings situations: An ethnographic content analysis
DISCUSSANT Gerardo Patriotta
Christophe Roux-Dufort and Rickie Moore
Reasons not to despair. A framework for learning from organizational crises
DISCUSSANT Gerardo Patriotta
Rodrigo Antônio Silveira dos Santos, Rodrigo Bandeira-de-Mello and Cristiano José Castro de Almeida Cunha
The leadership process during an organizational crisis
DISCUSSANT Gerardo Patriotta

This session looks at the application and development of existing knowledge about crisis management, either from a theory building perspective or using a case study approach.
SESSION IV
Friday, July 3 09:00–10:30
LOCATION E3-B-B019
Organization Design
CHAIR Peter McKiernan
Anna Dempster
Creative industries in extremus
DISCUSSANT Renata Kaminska-Labbé
Charlotte Fillol
Extreme behaviors stem from extreme organization – studying novelty and
risk-taking behaviors in French nuclear power plants
DISCUSSANT Renata Kaminska-Labbé
Paul McGrath and Michelle O’Toole
Cellular design: A mode of organising under hostile conditions
DISCUSSANT Renata Kaminska-Labbé
Kristian Firing, Trygve J. Steiro and Jon C. Laberg
Military organization and training – suited to post modern operations?
DISCUSSANT Renata Kaminska-Labbé
This session examines how to manage the tension between organizational
efficiency in large organizations and the need for flexibility, innovation or reaction

SESSION V
Friday, July 3 11:00–12:30
LOCATION E3-B-B019
Panel Session. Retrospective and Renewal: Different Perspectives on Organizational Extremes and Extreme Organizations
Arzu Iseri-Say, Boğaziçi University, Turkey
Peter McKiernan, School of Management, University of St Andrews
Bridgette Sullivan-Taylor, Warwick Business School, UK
Philippe Very, EDHEC Business School, France
David Wilson, Warwick Business School, UK

SESSION VI
Saturday, July 4 09:00–10:30
LOCATION E3-B-B019
Preparedness and Safety
CHAIR Layla Branicki
Véronique Steyer and Hervé Laroche
A predictable surprise in the making? The influenza pandemic threat and
the business sector in France
DISCUSSANT Paddy O’Toole
Roger Lien, Trygve J. Steiro, Kristian Firing, Christian Moldjord and
Jon C. Laberg
Decisions and emotions at the sharp end of operations
DISCUSSANT Paddy O’Toole
Per Morten Schieffloe and Kristin Mauseth Vikland
Close to catastrophe. The Snorre A gas blow-out
DISCUSSANT Paddy O’Toole
This session investigates how organizations can prepare themselves to
face uncertainty and explores the link between safety research and
organizational theory

SESSION VII
Saturday, July 4 11:00–12:30
LOCATION E3-B-B019
Communication and Post-Event Analysis
CHAIR Bridgette Sullivan-Taylor
Francesco Maria Barbini
Organization in disaster. International cooperation and relief activities
Coordination during the Indian Ocean tsunami emergency
DISCUSSANT Christophe Roux-Dufort
Hans Krause Hansen and Mikkel Flyverbom
Banalities and extremities – (anti-)corruption at the intersection of
everyday practices, mediation and governance
DISCUSSANT Christophe Roux-Dufort
Dennis Schoeneborn, Patrick Haack and Andreas Georg Scherer
How terrorist organizations transcend their inherent improbability:
A communication perspective on the organizational dimension of terrorism
DISCUSSANT Christophe Roux-Dufort
This session gathers research based on post-event analysis that
emphasises communication and/or coordination issues in relation
to scandals, terrorism and relief activities

CONVENORS
Wrap up
‘So What Do You Do?’ The Art of Practice in the 21st Century Organization

CONVENORS
- Garance Maréchal, University of Liverpool Management School, UK (g.marechal@liv.ac.uk)
- Pierre Guillet de Monthoux, Stockholm University, Sweden (pgm@fek.su.se)
- Stephen Linstead, University of York, UK (sl519@york.ac.uk)

SESSION I
- Thursday, July 2
- Location: E2-2-212
- Chair: Stephen Linstead
- Henrik Ferdfelt: Football
- Pierre Guillet de Monthoux and Antonio Strati: Artists in economy. The rise of insider art

SESSION II
- Thursday, July 2
- Location: E2-2-212
- Chair: Garance Marechal
- Ernestina Giudici, Cinzia Dessì and Michela Floris: A fascinating challenge: Taking culture and identity as bases for sustainable socio-economic development
- John Sillince and Barbara Simpson: Working identity and strategy together
- Richard Weiskopf: Artistic interventions and the art of organizing: Towards an ethico-aesthetics of organizing

SESSION III
- Thursday, July 2
- Location: E2-2-212
- Chair: Stephen Linstead
- Lionel Garreau and Rodrigo Bandeira-de-Mello: The use of art knowledge to enhance creativity in grounded theory research
- Lyvie Talon: Poetry as a relevant opportunity for managers in a post-modern perspective
- David Weir: Practical poetics in the modern organisation. How experience as a practising but bad poet infuses pedagogy for practising but bad managers

SESSION IV
- Friday, July 3
- Location: E2-2-212
- Chair: Pierre Guillet de Monthoux
- Mikael Scherdin: Meaningful man – assumptions for cogitative based leadership
- Dominikus Heil: Understanding and leading organizations: A hermeneutic phenomenological investigation
- Niina Koivunen and Grete Wennes: The passion for sound. The leadership practices of symphony orchestra conductors

SESSION V
- Friday, July 3
- Location: E2-2-212
- Chair: Garance Maréchal
- Claus Springborg: The basic creative practice of perception
- Tuomas Kuronen: Aesthetics of organisational epistemology: Organisational scholar as a photographer
- Michel Filippi and Franck Tannery: Aesthetics drama and strategy creation

SESSION VI
- Saturday, July 4
- Location: E2-2-212
- Chair: Pierre Guillet de Monthoux
- Daniel Hjorth: Passion in convincing improvisations, or why Iago is (maybe) not an entrepreneur
- Marie Le Theule and Jean-Luc Moriceau: Beyond our first understanding: Performing stories in a theater passion
- Temi Darief and Richard Badham: How to stimulate critical reflection? The Brechtian V-Effekt applied to films in management education
SESSION VII  Saturday, July 4  11:00–12:30

LOCATION  E2-2-212

CHAIR  Garance Maréchal

Nuria Nelli and Arturo E. Osorio
Organizational learning and the creative class: Learning creative practices to cope with perceived environmental uncertainty

Ariane Berthoin Anthal, Victor Jay Friedman and Helena Desliviya
So what do you do? Artistic interventions and the ‘studio for social creativity’

David Sköld
The suppressed dynamics of transformational leadership

Sub-theme 37  ‘So what do you do?’ The art of practice in the 21st century organization
New Ways to Work: Organizing Work and Working Practices

**CONVENORS**
Julia Richardson, York University, Canada. jrichard@yorku.ca
Clare Kelliher, Cranfield School of Management, UK clare.kelliher@cranfield.ac.uk

**SESSION I**
Thursday, July 2
09:00–10:30
E2-3-317

**New Ways to Work: Boundary Crossing and/or Blurring?**
Chair: Julia Richardson

Jessica Bagger, Fabiola Bertolotti and Elisa Mattarelli
Work and family: Does multi-tasking and social networks help or hurt?

Laurie Cohen, Gill Musson and Joanne Duberley
The role of space in the construction of home/work boundaries: An auto-ethnographic analysis

Deirdre A. Anderson
Consistency and adaptability of managers working flexibly: An approach to boundary management

**DISCUSSANT**
Darl Kolb

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**SESSION II**
Thursday, July 2
11:00–12:30
E2-3-317

**New Ways to Work: Telework**
Chair: Clare Kelliher

Raffaella Valsecchi
Control and new working practices in home-teleworking

Simon Peel and Glenda Scholefield
New ways to work and old reasons not to: Teleworking and managerial ambivalence

Daniel Wade Clarke
Understanding processes of individual resistance to new working practices: The case of deciding not to embrace telework

**DISCUSSANT**
Juliet Summers

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**SESSION III**
Thursday, July 2
14:00–15:30
E2-3-317

**New Ways to Work: A Team Effort?**
Chair: Julia Richardson

Kari Skarholt and Marte Pettersen Buvik
New ways of working in self-managed teams: Dilemmas of shared leadership practices

Darl Kolb and Paul D. Collins
Creative connectivity: finding flow for regeneration and innovation

Shainaz Firfiray
Bridging relational dissimilarities and team faultlines through flexible i-deals

**DISCUSSANT**
Steve J. Frenkel

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**SESSION IV**
Friday, July 3
09:00–10:30
E2-3-317

**New Ways to Work: Remote, Flexible, Temporary and Call Centres**
Chair: Clare Kelliher

Petra M. Bosch-Sijtsema, Renate Fruchter, Matti Vartiainen and Virpi Ruohomäki
Challenging new ways of working for remote managers

César Camisón Zornoza and Ana Villar-López
Using flexible practices in manufacturing and in organizational design: Effects on firm performance

René Bakker, Bart Cambré and Jeroen P. de Jong
What do project leaders actually do? Understanding the performative dimension of leadership through leader activities in temporary systems

Pascale Peters
Telecommuters: Creative or exhausted workers? A study into conditions under which telecommuters experience flow and exhaustion

No discussant for this session. Four papers to be presented. After presentation of all four papers there will be 30 minutes for group discussion/Q&A
### SESSION V

**LOCATION**
E2-3-317

**NEW WAYS TO WORK: IMAGE, IDENTITY, COMMITMENT AND ENGAGEMENT**

**CHAIR**
Julia Richardson

1. **Flexible work ... flexible selves? The impact of changing work practices on identity**
   - Juliette Summers and Doris Ruth Eikhof
   - Carol Linehan

2. **Women doing their own thing: Modern women’s new ways to work?**
   - Jennifer Wilkinson and Carol Jarvis

3. **New working practices: Identity, agency and the emotional experience of remote working**
   - Ursula Christine Loisch and Angelika Schmidt

No discussant for this session. Four papers to be presented. After presentation of all four papers there will be 30 minutes for group discussion / Q&A.

### SESSION VI

**LOCATION**
E2-3-317

**EXPLORING THE DARKER SIDE OF NEW WAYS TO WORK (1)**

**CHAIR**
Clare Kelliher

1. **Analysing emotional exhaustion among Chinese migrant workers**
   - Stephen Frenkel, Min Li and Simon Lloyd D. Restubog

2. **Conflict or cooperation? The impact of cultural diversity on creative process within globally distributed teams responsible for development of new products – a case study of Volvo 3P in Sweden, France, Brazil and India**
   - Jos Benders, Bart Cambré and Kasia Koziol

DISCUSSANT
Rick Delbridge

Presenters will each have 15 minutes to present their papers. This will be followed by a 15-minute presentation from the discussant and then 25 minutes for group discussion / Q&A of all presented papers.
PASSION FOR CREATIVITY AND INNOVATION

39 Sub-theme

Breaking the Mould: The Era of Entrepreneurship in the New Career

CONVENORS
Michael Dickmann, Cranfield University, School of Management, UK
m.dickmann@cranfield.ac.uk
Svetlana Khapova, VU University Amsterdam, The Netherlands
skhapova@feweb.vu.nl
Jelena Zikic, York University, Canada. jelena.zikic@atkinson.yorku.ca

SESSION I
Thursday, July 2 09:00–10:30
LOCATION E1-2-21
Careers and International Assignments
CHAIR Michael Dickmann
Kaye Thorn
Internationalism: An entrepreneurial career anchor guiding self-initiated mobility?
PRESENTER Noeleen Doherty
Noeleen Doherty and Betsy Osborne
International assignments in the third sector
PRESENTER Kaye Thorn
DISCUSSANT Hugh Gunz

SESSION II
Thursday, July 2 11:00–12:30
LOCATION E1-2-21
Career Success and Predictors
CHAIR Svetlana Khapova
Monique Valcour
Taking a broader view of careers: Predictors of objective and subjective career success among hourly workers
PRESENTER Nicky Dries
Jean Pralong, Anne Gombault, Françoise Liot, Jean-Yves Agard and Catherine Morel
Artist’s career success and career management competence: An exploratory study in a French region
PRESENTER Yuhee Jung
Yuhee Jung and Norihiko Takeuchi
Career planning, leader-member exchange relationship, and gender: How do they interact to enhance subjective career success?
PRESENTER Monique Valcour
Nicky Dries, Stijn Van Loo and Roland Pepermans
Towards a truly subjective conception of career success
PRESENTER Jean Pralong
DISCUSSANT Tim Hall

SESSION III
Thursday, July 2 14:00–15:30
LOCATION E1-2-21
Teaching and Coaching Careers
CHAIR Jelena Zikic
Konstantin Korotov
Liminality and executive coaching: A career entrepreneurship perspective
PRESENTER Laura Guilión
Laura Guilión and Herminia Ibarra
Seasons of a leader’s development: Beyond a one-size-fits-all approach to designing interventions
PRESENTER Polly Parker
William J. O’Neill, Michael B. Arthur, Svetlana N. Khapova
Listening to the career entrepreneur
PRESENTER Konstantin Korotov
Polly Parker, Douglas T. Hall, Kathy E. Kram
Peer coaching through learning teams
PRESENTER William J. O’Neill
DISCUSSANT Noeleen Doherty
## Sub-theme 39

### Breaking the mould: the era of entrepreneurship in the new career

#### SESSION IV
**LOCATION**  
E1-2-21

**Friday, July 3  09:00–10:30**

**Careers and Countries**

**CHAIR** Michael Dickmann

- Soo Min Toh, Hugh P. Gunz
- Culture’s influence on responses to social undermining in the workplace: Career implications for new immigrants
  **PRESENTER** Sowon Kim

- An entrepreneurial approach towards careers: Opening the black box of networking
  **PRESENTER** Jon P. Briscoe

- Burak Koyuncu, Monika Hamori, Samy Dana
- Does distance matter? The host country of international assignments and career outcomes
  **PRESENTER** Soo Min Toh

- Jon P. Briscoe, Julie Unite, Katharina Chudzikowski, Ociel Colorado, Barbara Demel, Douglas T. Hall, Mireia Las Heras, Wolfgang Mayrhofer, Biljana Bogicevic Milikic, Enrique Ogliastri, Mami Taniguchi, Shen Yan and Jelena Zikic
- Orientations to career transitions: A cross-cultural framework for understanding their impact
  **PRESENTER** Burak Koyuncu

**DISCUSSANT** Yehuda Baruch

#### SESSION V
**LOCATION**  
E1-2-21

**Friday, July 3  11:00–12:30**

**Moving Forward Career Studies**

**CHAIR** Jelena Zikic

- Hugh Gunz and Wolfgang Mayrhofer
- Towards organizing career studies: Condition, boundary and time
  **PRESENTER** Yehuda Baruch

- Yehuda Baruch
- If it is so good, why are things so bad? The dark side of new careers
  **PRESENTER** Cécile Tschopp

- Cécile Tschopp, Marius Gerber and Gudela Grote
- The new career: Are career changes the norm?
  **PRESENTER** Hugh Gunz

**DISCUSSANT** Michael Arthur

#### SESSION VI
**LOCATION**  
E1-2-21

**Saturday, July 4  09:00–10:30**

**Passion for Careers – Creative Career Narratives**

**CHAIR** Svetlana Khapova

- Jelena Zikic and Luciana Turchick Hakak
- Creative careers of immigrant professionals: Identity struggles between craft and adaptability
  **PRESENTER** Marijke Verbruggen

- Marijke Verbruggen, Anneleen Forrier and Sophie De Winne
- Self-employment as a path with a heart
  **PRESENTER** Anna Nikina

- Anna Nikina, Lois M. Shelton, Séverine Le Loarne
- A husband of an entrepreneur – mission impossible? The impacts of a wife’s role as an entrepreneur on the husband’s role as a leader and a provider
  **PRESENTER** Luciana Turchick Hakak

**DISCUSSANT** Polly Parker

#### SESSION VII
**LOCATION**  
E1-2-21

**Saturday, July 4  11:00–12:30**

**Round Table Discussion on the Future of Careers**

Possible table members: Polly Parker, Wolfgang Mayrhofer, Tim Hall, Hugh Gunz, Michael Arthur, Yehuda Baruch, Svetlana Khapova, Jelena Zikic and Noeleen Doherty

Looking forward: EGOS 2010 in Lisbon
Leveraging Cultural Dynamics: the Roles of International Assignments and Intercultural Competence

CONVENORS: Yih-Teen Lee, IESE Business School, Spain. ylee@iese.edu
B. Sebastian Reiche, IESE Business School, Spain. sreiche@iese.edu
Michael Morley, Kemmy Business School, University of Limerick, Ireland
michael.morley@ul.ie

SESSION I
Thursday, 2 July 09:00–10:30
E3-1-1017
Setting the Stage for Leveraging Cultural Dynamics
KEYNOTE SPEAKERS (IN ALPHABETICAL ORDER):
Wolfgang Mayrhofer
Susan Schneider
Günter K. Stahl
David G. Thomas
MODERATORS: Michael Morley, B. Sebastian Reiche, Yih-Teen Lee

SESSION II
Thursday, 2 July 11:00–12:30
E3-1-1017
Intercultural Competence and International Encounters
CHAIR: B. Sebastian Reiche
Sylvie Chevrier
Going international, getting competent: forms of international assignments and associated skills of expatriates
Marlin Abdul Malek and Pawan Budhwar
Intelligences and expatriation
Guilherme Azevedo
An interdisciplinary review of cultural encounters – some homework prior to addressing the international assignment
Beatriz Maria Braga Lacombe and Edson Keyso de Miranda Kubo
Demystifying the relationship between intercultural adjustment and effectiveness in international assignments: Reflections on Japanese expatriate managers

SESSION III
Thursday, 2 July 14:00–15:30
E3-1-1017
Forms of International Assignments
CHAIR: Michael Morley
Anne-Marie Søderberg and Mette Zølner
Cultural learning processes through international short-term assignments. Individual motivations, functional roles and organizational outcomes
Helene Mayerhofer, Barbara Müller and Angelika Schmidt
Working in polycontextual environments: An empirical analysis of flexpatriates’ lifestyle and consequences arising for HRM
Ruth Maria Stock-Homburg and Nadine Ringwald
Expatriate leaders’ cross-cultural uncertainty
Michael Harvey, B. Sebastian Reiche and Miriam Moeller
Developing effective global relationships through staffing with expatriate managers: The role of interpersonal trust

SESSION IV
Friday, July 3 09:00–10:30
E3-1-1017
International Assignments and Knowledge Dynamics
CHAIR: Yih-Teen Lee
Mark Mortensen and Tsedal Beyene
Why do firsthand experience and international assignments matter in global collaboration?
Christoph Barmeyer and Eric Davoine
Organizational learning through the intercultural experiences/competencies of repatriates? The process of intercultural knowledge transfer in a German multinational
Uwe Wilkesmann, Heike Fisher and Maximiliane Wilkesmann
Cultural characteristics of knowledge transfer and cultural competences that international assignees require in Hong Kong and Germany
**SESSION V**

**Friday, July 3 11:00–12:30**

**LOCATION**

E3-1-1017

**Cross-Cultural Interactions and Values**

**CHAIR**

B. Sebastian Reiche

- Tineke Cappellen and Maddy Janssens
  
From globalization to the global manager: What does global actually mean?

- Günter K. Stahl, Nicola M. Pless and Thomas Maak
  
Approaches to corporate social responsibility in global organizations and their implications for international assignees: Towards a model of transnational responsible leadership

- Steve McKenna and Tina Jung-Ying Cai
  
Sea turtles? Returning Chinese expatriate managers and the lure of home

- Albert Vollmer and Patricia Wolf
  
Intercultural conflict: Conflict management styles and communication success in a Russian-Western European project

**SESSION VI**

**Saturday, July 4 09:00–10:30**

**LOCATION**

E3-1-1017

**Boundary Spanning and Identities**

**CHAIR**

Yih-Teen Lee

- Ying Zhang
  
Identity dynamics in international collaborations

- Noriko Yagi and Jill Kleinberg
  
An ethnographic perspective on boundary spanning in a binational organization

- Nuno Guimarães-Costa and Miguel Pina e Cunha
  
Defining the boundaries of expatriates' ethical behavior: Towards a model of the most relevant community

**SESSION VII**

**Saturday, July 4 11:00–12:30**

**LOCATION**

E3-1-1017

**Intercultural Competence and Identities**

**CHAIR**

Michael Morley

- Stacey R. Fitzsimmons
  
A map of multicultural identity patterns

- Hae-jung Hong
  
Bicultural competence and its impact on team effectiveness

- Yih-Teen Lee, Aline D. Masuda and Pablo Cardona
  
Leadership emergency and cultural competencies in multicultural teams: The interplay of self, host and global cultural identities

**40**

Leveraging cultural dynamics: the roles of international assignments and intercultural competence

- Sub-theme

- A map of multicultural identity patterns

- Bicultural competence and its impact on team effectiveness

- Leadership emergency and cultural competencies in multicultural teams: The interplay of self, host and global cultural identities
Equality and Diversity in Organization Studies: Discovering New Notions by Revisiting Common Discourses

CONVENEORS Regine Bendl, Vienna University of Economics and Business Administration, Austria. regine.bendl@wu.ac.at
Mustafa Özbilgin, University of East Anglia, UK. m.ozbilgin@uea.ac.uk
Judith Pringle, Auckland University of Technology, New Zealand judith.pringle@aut.ac.nz

SESSION I
Thursday, July 2 09:00–10:30
E2-3-302
Gender Equality
Nirit Toshav-Eichner and Michal Frenkel
Mainstreaming in action: State fragmentation and the implementation of family policies for the protection of pregnant women in the Israeli labour market
DISCUSSANTS Conxita Folguera, Laura Lamolla and Carlos Obeso
Camilla Quental
Breaking the glass ceiling in professional services firms: The experience of women partners in France
DISCUSSANT Nirit Toshav-Eichner
Conxita Folguera, Laura Lamolla and Carlos Obeso
The discourses on gender and work at Ferrofet Catalana. Why do we not learn from best practices?
DISCUSSANT Camilla Quental

SESSION II
Thursday, July 2 11:00–12:30
E2-3-302
Gender Equality
Anja Kirsch
Women in the matrix: Implementing gender equality in the German service sector union ver.di
DISCUSSANTS Saia Katila and Päivi Eriksson
Ine Gemmen and Yvonne Benschop
Conflicting networks: Discourses of diversity in professional women’s networks
DISCUSSANTS Anja Kirsch
Saia Katila and Päivi Eriksson
Competent but not so caring - positioning female and male managers
DISCUSSANTS Ine Gemmen and Yvonne Benschop

SESSION III
Thursday, July 2 14:00–15:30
E2-3-302
Change
Kathy Sanderson, Jean Helms Mills and Albert J. Mills
Riding the second wave: Organizing feminism and organizational discourse – Stewardesses for women’s rights
DISCUSSANTS Myrtle Bell, Mustafa Özbilgin, Olca Survevil and Alexandra Beauregard
Ulla Eriksson-Zetterquist and David Renemark
From knowing to doing? A study of gender equality change
DISCUSSANTS Kathy Sanderson, Jean Helms Mills and Albert Mills
Myrtle Bell, Mustafa Özbilgin, Olca Survevil and Alexandra Beauregard
Diversity, voice, and silence in 21st century organisations
DISCUSSANTS Ulla Eriksson-Zetterquist and David Renemark

SESSION IV
Friday, July 3 09:00–10:30
E2-3-302
Identity and Body
Ruth Simpson
Gender, identity and dirty work: How men manage taint in nursing care
DISCUSSANTS Deborah Jones and Sally Riad
Susan Meriläinen, Charlotte Holgersson, Janne Tienari and Pia Höök
Headhunters, competence and the body: A cross-cultural study of executive search consultants’ talk on differences that matter
DISCUSSANTS Ruth Simpson
Deborah Jones and Sally Riad
Invoking Black Athena to revisit ‘diversity’ and ‘organizations’
DISCUSSANTS Susan Meriläinen, Charlotte Holgersson, Janne Tienari and Pia Höök
SESSION V
Friday, July 3 11:00–12:30
LOCATION E2-3-302
Ethnicity
Douglas Creed and Deborah Jones
Bicultural practice in Aotearoa/New Zealand: Reconfiguring diversity, culture, power
DISCUSSANTS Koen Van Laer and Maddy Janssens
Deirdre Tedmanson, Lia Bryant and Caroline Essers
Creative Intersections. Narratives of identity: Gender, ethnicity, Islam and entrepreneurship
DISCUSSANTS Douglas Creed and Deborah Jones
Koen Van Laer and Maddy Janssens
Minority professionals’ experiences with subtle, everyday racism in the workplace
DISCUSSANTS Deirdre Tedmanson, Lia Bryant and Caroline Essers

SESSION VI
Saturday, July 4 09:00–10:30
LOCATION E2-3-302
Diversity
Elina Henttonen
Interpretations of technology in small ICT companies with women owner-managers
DISCUSSANT Roswitha Hofmann
Rossella Riccò
Shedding light on the Italian way to diversity management. An empirical analysis
DISCUSSANT Elina Henttonen
Roswitha Hofmann
The Austrian discourse on diversity management: Trading zones and boundary objects
DISCUSSANT Rosella Riccò

SESSION VII
Saturday, July 4 11:00–12:30
LOCATION E2-3-302
Universities
Susanne E. Beijer, M.L. (Marloes) van Engen and Inge L. Bleijenberg
Mothers and fathers in Dutch academia: Coping strategies for combing the calls of science and parenthood
DISCUSSANTS Marieke van den Brink and Yvonne Benschop
Marieke van den Brink and Yvonne Benschop
The dynamics of gender practices in different academic contexts
DISCUSSANTS Saija Katila and Susan Meriläinen
Saja Katila and Susan Meriläinen
Practice-based knowing and identity work: from nice girls to professional bitches
DISCUSSANTS Susanne E. Beijer, M.L. (Marloes) van Engen and Inge L. Bleijenberg
Psychoanalysis in Search of Meaning: Love, Hate and Desire for Knowledge in Organizations

CON VENORS  
Marianna Fotaki, Manchester Business School, The University of Manchester, UK. mfotaki@mbs.ac.uk  
Steen Visholm, Roskilde University, Denmark, svisholm@ruc.dk

SESSION I  
Thursday, July 2  09:00–10:30  
E3-B-B007  
Setting the Scene  
Marianna Fotaki and Steen Visholm  
Why love and hate for knowledge and why psychoanalysis?  
Peter Simpson, Robert French, and Rob Sheffield  
Creative development in Bion’s work group: The desire for knowledge and the pursuit of truth

SESSION II  
Thursday, July 2  11:00–12:30  
E3-B-B007  
Desiring Subjects in Organisations  
Adela Barabasz  
Organizational personality: Its application in management practice  
Petra Nylund  
The desire for knowledge transfer

SESSION III  
Thursday, July 2  14:00–15:30  
E3-B-B007  
Passion, Knowledge and Power  
Sharon Mason  
The underground economy of passion in organizations  
Isleide Arruda Fontenelle  
The passion for the real: Innovation, ideology and critique in Slavoj Zizek

SESSION IV  
Friday, July 3  09:00–10:30  
E3-B-B007  
Frameworks, Boundaries and Innovation  
Laurence de Carlo and Maryse Dubouloz  
The negotiation’s framework: Towards integration, containment and creativity in organizational and inter-organizational conflicts  
Zeynep Ozsoy and Banu Buyukkal  
Boundaries and constancy in post-modern organizations from a psychoanalytic view

SESSION V  
Friday, July 3  11:00–12:30  
E3-B-B007  
Learning: Creativity and Destruction  
Jean-Claude Sardas and Cédric Dalmasso  
The interplay of identity dynamics in organizations: learning processes and transitional space  
Gilles Amado and Pauline Fatien  
Value of ambiguity. The case of executive coaching

SESSION VI  
Saturday, July 4  09:00–10:30  
E3-B-B007  
Morality, Emancipation and Transitional Space  
Gianpiero Petriglieri and Mark Stein  
The undesired self. Projective identification in leaders’ identity work: The case of Gucci  
Elen Riot and Bernard Ramanantsoa  
L’Oréal: Tearing out the good enough mother’s hair

SESSION VII  
Saturday, July 4  11:00–12:30  
E3-B-B007  
Desire, forgetfulness and play in transitional spaces: The moral craft of self-management in taking up a role  
Marianna Fotaki and Steen Visholm  
Where do we move from there?  
Reflections: Where do we go from here?  
Discussion: ‘Organization Studies’ special issue on ‘Psychoanalytic perspectives on organizations: What can psychoanalysis offer organization studies today?’
Historical Perspectives in Organization Studies

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

SESSION I
Thursday, July 2 09:00–10:30
E1-2-23
Business, Corporate and Organizational History
Mick Rowlinson and John Hassard
Business history and corporate history
DISCUSSANT Christopher M. Hartt or Albert J. Mills or Jean Helms Mills
Elena Ponzoni and Kees Boersma
Writing history for the business man. The development of business history between ‘old’ and ‘new’ production of knowledge
DISCUSSANT Mick Rowlinson or John Hassard
Christopher M. Hartt, Albert J. Mills, Jean Helms Mills and Gabrielle Durepos
Guiding the space age from the ground up: Pan Am, Cold War and guided missiles
DISCUSSANT Kees Boersma

SESSION II
Thursday, July 2 11:00–12:30
E1-2-23
Organizational History, Tradition and Memory
William M. Foster, Roy S. Suddaby and Elden M. Wiebe
Organizational history and tradition: Can it be the source of a sustained competitive advantage?
DISCUSSANT Olaf Bruininge
Maria Lusiani and Luca Zan
100 years of administrative history at ‘International Museum of Ceramics in Faenza’: Change and continuity in managerial processes and discourse
DISCUSSANT William M. Foster or Roy S. Suddaby
Olaf Bruininge, Björn Kjellander and Jenny Helin
Corporate museums as creators of organizational memory
DISCUSSANT Maria Lusiani or Luca Zan

SESSION III
Thursday, July 2 14:00–15:30
E1-2-23
Imprinting and Path Dependency
Kirsten Thommes and Simon Oertel
You can’t teach an old dog new tricks, can you? The influence of imprinting on the survival chances of organizations
DISCUSSANT Jörg Sydow
Jörg Sydow and Georg Schreyögg
Organizational paths: How history matters in organizations
DISCUSSANT Charles Harvey or Mairi Maclean
Charles Harvey, Andrew Pettigrew and Mairi Maclean
Modeling path dependence: Time and structure in strategic change
DISCUSSANT Kirsten Thommes or Simon Oertel

SESSION IV
Friday, July 3 08:30–10:30
E1-2-23
History and Evolution of Organization Studies
Lise Arena
The emergence of organisation studies in Oxford University (1949–1983): A historical unintended ironic consequence?
DISCUSSANT Bernadette Bullinger or Alfred Kieser or Simone Schiller-Merkens
Eric Maton
A scientization or scientification of organization studies since the 1950s? An analysis of graphics and key terms in the ASQ (1956–2008)
DISCUSSANT Suleika Bort
Bernadette Bullinger, Alfred Kieser and Simone Schiller-Merkens
Navigating between Scylla and Charybdis: Business schools trying to make research more relevant while maintaining high standards of rigour
DISCUSSANT Eric Maton
Suleika Bort
The creation of organization studies studies
DISCUSSANT Lise Arena
Institutionalization and De-institutionalization Processes
Aya S. Chacar and W. Schneper
A process theory of institutionalization: Drawing on a historical analysis of major league baseball
DISCUSSANT John Connolly
John Connolly and Paddy Dolan
Organizational centralization as figurational dynamics: Movements and countermovements in an Irish sports organization
DISCUSSANT Pascale Trompette
Pascale Trompette
Institutional change and competition dynamics on local markets. The history of the funeral market in France (XIX-XX century)
DISCUSSANT Aya S. Chacar or W. Schneper

International Transfer of Organizational Forms and Management Practices
Bruce Kogut and Alicja Pluta
The multidivisional structure: Did its international diffusion follow a random walk?
DISCUSSANT Janset Özen Aytemur
Janset Özen Aytemur
Setting up a new organizational form through importation: The creation of Turkish state economic enterprises, 1933–1946
DISCUSSANT Simo Järvelä
Simo Järvelä and Kai Luotonen
Comprehensive rationalization of the production process as a pre-condition for the use of Bedaux system in a Finnish porcelain factory during the 1920s and 1930s
DISCUSSANT Alicja Pluta

Modernist architecture and scientific management: Exploring the British experience
DISCUSSANT Eve Lamendour
Eve Lamendour
DISCUSSANT François-Xavier de Vaujany
François-Xavier de Vaujany
A new perspective on the genealogy of collective action through the history of religious organisations
DISCUSSANT Alistair Mutch
New Sites/Sights in Organization: Changing Orientations in Organization Studies

CONVENEES: Damian O'Doherty, Manchester Business School, UK
damian.odoherty@mbs.ac.uk
Christian De Cock, Swansea University, UK. C.De-Cock@swansea.ac.uk
Alf Rehn, Åbo Akademi University, Finland. alfrehn@mac.com

SESSION I
Thursday, July 2
09:00–10:30
E2-1-119

Placing Organization (Studies)
CHAIR Christian De Cock, Damian O'Doherty and Alf Rehn

Stephen Cummings, Duncan Angwin and David Stewart
Stratography: The art of understanding organizational terrain

Jana Costas
‘In the nowhere’ – exploring identity experiences in ‘non-places’ of contemporary

Martin Wood and Sally Brown
Lines of flight: Everyday resistance along England’s backbone

SESSION II
Thursday, July 2
11:00–12:30
E2-1-119

New Sites for Organization Studies
CHAIR Christian De Cock, Damian O'Doherty and Alf Rehn

Peter Fleming
Shitty work: The prize and kingdom of dirt

Donncha Kavanagh, Carmen Kuhling and Kieran Keohane
Children and organization

Helen Nicholson and Brigid Carroll
Out of office: The leadership development workshop as a new organisational site

SESSION III
Thursday, July 2
14:00–15:30
E2-1-119

Rethinking and Redrawing the Boundaries
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn

John Hassard and Mick Rowlinson
Corporate sites of memory

Carl Rhodes and Alison Pullen and Mary Phillips
‘Out of sight’: Reflexivity and gendering in the methodology and politics of organization studies

Martyna Sliwa and Kat Riach
Scents of a city: Towards an olfactorial understanding of post-socialist transition

Chris McLean
Rethinking organizational energy

This session is planned to go on a bit longer than officially stated, due to having four papers

SESSION IV
Friday, July 3
09:00–10:30
E2-1-119

Sites and Cities of Organization
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn

Geoffrey Lightfoot, Angus Cameron, Simon Lilley and Steven D. Brown
Local sights, city sites: Postsociality and the xeno-economy

Sarah Hall and Lindsey Appleyard
‘City of London, City of Learning’? Placing business education within the varieties of capitalism

Andrew Chan
Once derelict sites, now tourist sights: Genealogies of power/knowledge heterotopias in Chinese metropolises
44 Sub-theme

New sites/sights in organization: changing orientations in organization studies

SESSION V
LOCATION
Friday, July 3  11:00–12:30
E2.1-119
A Movable Feast
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn
Michael B. Elmes, Gail Whiteman and Greig Tor Guthey
Essai: Placing organizations
Marcus Lindahl
The vanishing organization – some remarks concerning organization and an English flower garden
Ann Rippin
Fieldnotes

SESSION VI
LOCATION
Saturday, July 4  09:00–10:30
E2.1-119
Of Processes and Phenomena
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn
Dionysis D. Dionysiou and Haridimos Tsoukas
Organization as an emergent accomplishment
Sverre Spoelstra and Stephen Dunne
Is leadership a visible phenomenon?
Eerika Saaristo
Creating an illusion of life. A study of organisation and organising of animation production

SESSION VII
LOCATION
Saturday, July 4  11:00–12:30
E2.1-119
Unrest in the Borderlands
CHAIR Christian De Cock, Damian O’Doherty and Alf Rehn
Sara Louise Muhr
Rituals of transition: An empirical analysis of the liminal space of re-placement
Elen Riot and Philippe Riot
Sark: The winter of our discontent
Timon Beyes
Ambiguity machine. Polemical scenes in Vienna or The art and politics of disorganizing urban space
Energizing the Study of Organizations and Organizing I

**CONVENORS**
- Miguel Pina e Cunha, Faculdade de Economia, Universidade Nova de Lisboa, Portugal. mpc@fe.unl.pt
- François Collet, ESADE Business School, Barcelona, Spain. francisco.collet@esade.edu

**SESSION I**
**Thursday, July 2**
**09:00–10:30**
**LOCATION** E1-1-13

*Networks, Academics and Practitioners*

**CHAIR** Miguel Pina e Cunha

- **Boris Alexander Ricken**
  - Making social network research more relevant for practitioners
  - **DISCUSSANT** Ann-Christine Schulz

- **Elisa Vuori**
  - Business ecosystems model as a strategic view on business networks
  - **DISCUSSANT** Julian Cardenas

- **Julian Cardenas**
  - Corporate networks around the world
  - **DISCUSSANT** Elisa Vuori

- **Ann-Christine Schulz, Markus Göbel and Alexander T. Nicolai**
  - Sweet harmony or clash of cultures? How practitioners and academics evaluate manuscript submissions for the ‘ZFO’
  - **DISCUSSANT** Boris Alexander Ricken

**SESSION II**
**Thursday, July 2**
**11:00–12:30**
**LOCATION** E1-1-13

*Inter-Organizational Networks*

**CHAIR** François Collet

- **Mark Ebers and Leon A.G. Oerlemans**
  - Hybrids or distinct organizational forms? An empirical analysis of the spectrum of governance structures beyond market and hierarchy
  - **DISCUSSANT** Alberto Monti

- **Raquel Camprubi, Merce Bernardo, Jaume Guia and Jaume Valls**
  - A social network approach to managing innovation in hospitals
  - **DISCUSSANT** Valmir Emil Hoffmann

- **Valmir Emil Hoffmann**
  - Competitiveness in clustered firm networks: A strategic resource availability analysis
  - **DISCUSSANT** Raquel Camprubi

- **Alberto Monti**
  - Identity assimilation and social networks in organizations: An empirical study of social identities across multiple organizational targets
  - **DISCUSSANT** Mark Ebers

**SESSION III**
**Thursday, July 2**
**14:00–15:30**
**LOCATION** E1-1-13

*Parallel Stream A: Institutionalization*

**CHAIR** François Collet

- **Hélène Peton and Antoine Blanc**
  - Deinstitutionalization as a cumulative process: The role of successive struggles in the case of a ‘magic mineral’
  - **DISCUSSANT** Silvana Revellino

- **Kyoung-Hee Yu**
  - Organizational structures and ideational conflict in the process of institutional change
  - **DISCUSSANT** Ann Westenholz

- **Silvana Revellino and Jan Mouritsen**
  - Knowing-in-practice: Sociomaterial mediators and the constitution of institutionalized practices
  - **DISCUSSANT** Antoine Blanc

- **Ann Westenholz**
  - Linking institutional logics and occurrences by performances. The case of a software phenomenon ‘TYPO3’
  - **DISCUSSANT** Kyoung-Hee Yu
SESSION III
Thursday, July 2
14:00–15:30
E1-2-27
Parallel stream B: Emotions, Decision Making and Structuration
CHAIR Miguel Pina e Cunha
Dirk Lindebaum and Keith Julian
Blurred boundaries: Organizational standards, norms and the commodification of emotions at work
DISCUSSANT Caroline Anne Clarke
Caroline Anne Clarke and Stephen Fineman
'What we had to do was brutal': An exploration of the emotionologies surrounding downsizing
DISCUSSANT Dirk Lindebaum
Said Elbanna
Antecedents of performance: Comprehensiveness, extensiveness and slack
DISCUSSANT Frank den Hond
Frank den Hond, F. Kees Boersma, Leonie Heres, Eelke H.J. Kroes and Emmie van Oirschot
Giddens à la carte? Appraising empirical applications of structuration theory in organization studies
DISCUSSANT Said Elbanna

SESSION IV
Friday, July 3
09:00–10:30
E1-1-13
Organizational Change
CHAIR Miguel Pina e Cunha
Fernando Nieto Morales and Liesbet Heyse
Triggering change: Does it matter if an organization is public or private?
DISCUSSANT Jordi Trullén
Jordi Trullén and Joan Rodon
Exploring institutional influences on identity tensions during the design of a new curriculum
DISCUSSANT Fernando Nieto Morales
Aurélie Leclercq
Power dynamics in organizational change: A Foucauldian approach
DISCUSSANT Lea Ellwardt
Lea Ellwardt, Rafael Wittek and Rudi Wielers
Resistance to organizational change and workplace gossip about managers
DISCUSSANT Aurélie Leclercq

SESSION V
Friday, July 3
11:00–12:30
E1-1-13
Team and Leadership
CHAIR François Collet
Mark Mortensen
From teams to trajectories: A new theory of collaboration in light of the changing nature of work
DISCUSSANT Alan R.R. Johnson
Alan R.R. Johnson
Motivation in teams: Interpersonal, transition, and action process antecedents and consequences in new ventures over time
DISCUSSANT Mark Mortensen
Wendy Reid and Rekha Karambaya
Conflict and trust in dual executive leadership in cultural organizations: Micro-macro dynamics
DISCUSSANT Ignacio G. Vaccaro
Ignacio G. Vaccaro, Justin J.P. Jansen, Frans A.J. van den Bosch and Henk H. Volberda
How does the top management team influence management innovation?
DISCUSSANT Wendy Reid
45 Sub-theme
Energizing the study of organizations and organizing I

SESSION VII
LOCATION
Saturday, July 4  11:00–12:30
E1-1-13
Boards and Ownership
CHAIR François Collet
Dmitri Melkumov
Board composition, concentrated ownership and the impact of the state:
Russian evidence
DISCUSSANT José Luis Rivas
José Luis Rivas, Monika Hamori and Margarita Mayo
Board demography and firm internationalization
DISCUSSANT Dmitri Melkumov
Sujit Sur
For whom the firm toils? Exploring the ownership-governance-performance
relationships
DISCUSSANT Stephan Manning
Stephan Manning
Emerging capability or continuous challenge? Managing interfaces in
shifting global engineering networks
DISCUSSANT Sujit Sur
Energizing the Study of Organizations and Organizing II

CONVENORS
Heidi Dahles, VU University Amsterdam, The Netherlands
h.dahles@fsw.vu.nl
Jordi Trullén, ESADE Business School, Barcelona, Spain
jordi.trullen@esade.edu

SESSION I
Thursday, July 2
09:00–10:30
E1-2-26
Sustainability, CSR and Social Entrepreneurship
CHAIR Heidi Dahles
Sara B. Soderstrom and Klaus Weber
The evolution of organizational sustainability agendas
DISCUSSANT Marc Vilanova
Marc Vilanova
The responsible competitive paradox
DISCUSSANT Jordi Comas
Maria Joutsenvirta and Eero Vaara
Corporate social responsibility as discursive struggle: A critical discourse analysis of the legitimation of a contested corporate investment in Latin America
DISCUSSANT Sara Soderstrom
Jordi Comas
Technology and the perpetual tension between bridging and cohesion for social entrepreneurs
DISCUSSANT Maria Joutsenvirta
Eduardo Diniz, Marlei Pozzebon and Martin Jayo
Social innovations in the Brazilian banking area: Using correspondents to increase microcredit delivery
DISCUSSANT Heidi Dahles

SESSION II
Thursday, July 2
11:00–12:30
E1-2-26
Sustainability and Change
CHAIR Heidi Dahles
Tomislav Rimac and Johanna Mair
Bridging institutional theory and social deviance literature: A perspective on institutional innovation
DISCUSSANT Masaru Karube
Lisa Hehenberger and Johanna Mair
Not a field, not an industry... what then? Using the community as a level of analysis to study the genesis of field formation
DISCUSSANT Tomislav Rimac
Ashly H. Pinnington and Jorgen Sandberg
Historical Transitions in the individual and organizational capabilities of professional competence
DISCUSSANT Lisa Hehenberger
Masaru Karube, Toshihiko Kato and Tsuyoshi Numagami
A new perspective on organizational deterioration with Japanese firms
DISCUSSANT Ashly H. Pinnington

SESSION III
Thursday, July 2
14:00–15:30
E1-2-26
Parallel Stream A: Historical Perspectives on Organizational Culture
CHAIR Jordi Trullén
Daniel J. Pardini, Carlos Alberto Gonçalves and Renata Veloso Santos
Historical perspective in the context of organizational culture and acquisition studies
DISCUSSANT Özem Öz
Armi Temmes and Liisa Välikangas
Attention dynamics and creeping outcomes: A longitudinal case study of attention in decision-making
DISCUSSANT Daniel J. Pardini
Özem Öz and Mine Eder
İstanbul transforming; The case of neighbourhood bazaars
DISCUSSANT Armi Temmes
SESSION III
Thursday, July 2
14:00–15:30
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Parallel stream B: (Organizational) Culture
CHAIR Heidi Dahles
Takaya Kawamura, Chisako Takashima, Yusuke Inque, Tamaki Bitoh and Yuyin Yamada
The role of vegetables in the creation of national dietary culture. An activity theoretical analysis of the transformation of Japanese home cooking in the 1960s and 1970s
DISCUSSANT Päivi Ristimäki
Päivi Ristimäki
Breaking away from the old – an ICT company in a turning point
DISCUSSANT Richard Soparnot
Richard Soparnot and Hélène Karjalainen
Interpersonal cooperation in multicultural organizations
DISCUSSANT Takaya Kawamura

SESSION IV
Friday June
09:00–10:30
E1-2-26
Work and Play
CHAIR Jordi Trullén
Arthur Gautier and Philippe Eynaud
When nonprofits rally to change public policies: An inter-organizational IT platform in the field of popular music
DISCUSSANT Jost Sieweke
Guillaume Soenen
Community of practice: Metaphor or real phenomena?
DISCUSSANT Damian Makowski
Carolyn Hunter, Dariusz Jemielniak, Damian Makowski and Agnieszka Postuła
Work hard, play soft. Software engineers’ leisure on the job
DISCUSSANT Guillaume Soenen
Jost Sieweke and Michael Mohe
From game to commodity: The history of football in England and Germany
DISCUSSANT Philippe Eynaud

SESSION V
Friday, June
11:00–12:30
E1-2-26
Ambidexterity
CHAIR Heidi Dahles
Olli-Pekka Kauppila
Interorganizational partnering and organizational ambidexterity: Direct effects and the moderating role of environmental dynamism
DISCUSSANT Mélanie Antoine
Mélanie Antoine and Julie Degre
Understanding the controversies of inter-organisational ambidexterity with actor-network theory
DISCUSSANT Michiel P. Tempelaar
Michiel P. Tempelaar, Justin J.P. Jansen, Frans A.J. van den Bosch and Henk W. Volberda
Exploration-exploitation in a self-managed environment
DISCUSSANT Olli-Pekka Kauppila

SESSION VI
Saturday, July 4
09:00–10:30
E1-2-26
Discourses of Innovation
CHAIR Heidi Dahles
Achim Oberg and Tino Schöllhorn
Symbolic value by topic and references in organizational self-representations on the www
DISCUSSANT András Tílsik
Dominika Wruck, Florian Scheiber and Achim Oberg
Diversity of management labels on organizational self-representations on the internet: A reflection of multiple expectations?
DISCUSSANT Heidi Dahles
András Tílsik
Insiders’ curse, outsiders’ blessing: The contingent effect of process management on creativity
DISCUSSANT Achim Oberg
Energizing the study of organizations and organizing II

Session VII

Saturday, July 4 11:00–12:30

E1-2-26

Careers in Motion

Chair: Jordi Trullén

Miguel Pina e Cunha, Rita Campos e Cunha, Paulo J. Gomes, Arménio Rego and Pedro Teixeira Santos

Rhythm and organization studies: Learning from biology and music theory

Discussant: Birgit Apitzsch

Matthew Bidwell and Forrest Briscoe

Dynamics of inter-organizational careers

Discussant: Pedro Santos

Birgit Apitzsch and Lovisa Näslund

Prerequisites for passion: The role of formal training for careers in creative industries

Discussant: Matthew Bidwell
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KEY:
EC = Early Career Pre-Colloquium Workshop
PhD = PhD Pre-Colloquium Workshop
KN = Keynote speaker
AR = EGOS Workshop on the Art of Academic Reviewing
SP = Sub-plenary
W = EGOS Women's Network
ST = Sub-theme

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- **25th EGOS COLLOQUIUM**
- **BARCELONA - SPAIN - JULY 2009**
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**Key:**
- **EC** = Early Career Pre-Colloquium Workshop
- **PhD** = PhD Pre-Colloquium Workshop
- **KN** = Keynote speaker
- **ST** = Sub-theme
- **SP** = Sub-plenary
Subway: There are two underground stations situated near the campus:
- Reina Elisenda station (Line L6): from here you can walk to ESADE (10 min)
- Maria Cristina station (Line L3): from here you can walk to ESADE (17 min) or take bus lines L63 or L78 (direction Sant Joan Despí).

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

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Fresh ideas are WELCOME

Since the beginning of time, innovation and creativity have set the landmarks for evolution in history. Discoveries such as fire, electricity or internet have led us to a far easier world.

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