Managing in a Global Economy XII

“Culture: Integration & Innovation”

CONFERENCE PROGRAM

June 24 - 28, 2007
Amsterdam, The Netherlands

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Eastern Academy of Management & Vrije Universiteit Amsterdam
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PREFACE

The officers and members of the Eastern Academy of Management welcome you to our Twelfth International Conference on Managing in a Global Economy, in Amsterdam, The Netherlands. We are delighted to have you join us in an adventure of learning and discovery about Culture: Integration and Innovation. Only by understanding and respecting cultural differences can we work together to create the innovations necessary for world survival. Our hope is that you will gain perspective that will prepare you to meet the challenges of today’s global economy and to enable you to help in developing a sustainable and humanitarian world of the future. This learning process will be realized through a diverse array of academic studies, teaching ideas, executive presentations, and panel discussions.

In 1983 the Board of Governors of the Eastern Academy of Management recognized the need to facilitate linkages between its members and scholars and executives from countries around the world. Convinced of the importance of the project, the EAM made a commitment to creating a series of biennial international management conferences. The vision originated by the 1983 EAM Board of Governors has continued to develop through the years, most recently manifested in the creation of the African Scholars program, designed to encourage the exchange of ideas on African economies and management practices.

Many people were essential in creating this conference, and it is their collective effort that has made it possible for us to gather here in Amsterdam to exchange ideas. We thank you for submitting your scholarly work, providing thoughtful peer reviews and making time in your busy schedules to attend this conference.

The Conference on Managing in a Global Economy XII is not solely an Eastern Academy of Management undertaking. It is a joint project and we offer our deep appreciation and thanks to our host institution Vrije Universiteit Amsterdam and to Prof. dr. Marcel Veenswijk and Dr. Alfons van Marrewijk who, along with Myrte Berendse, served as conference coordinators. Our thanks also to Maaike Broos and Elles Bandringa. They all have been invaluable in arranging for our outstanding speakers, and our very special meeting venue – Trippenhuis – as well as arranging our exciting local site visits.

A very special thanks to D. Anthony Butterfield and Mzamo Mangaliso for their guidance as Directors and to Kathleen Suchon for her tireless work as Conference Coordinator. We thank Joe Seltzer for his invaluable guidance with program scheduling. In addition, we want to acknowledge and thank the conference support team including the domain chairs and members of the EAM-I International Advisory Committee.

Finally, we would like to thank Rahul Sawhney of Aquinex Services for the efficient and gracious manner in which he delivered conference support service from beginning to end.

We hope that you will concur that the Program of this conference has provocative and useful ideas which will contribute to our understanding of the relationships among the many facets of cultures and their relationships within the global economy.

Joan Weiner
Drexel University
LeBow College of Business
Philadelphia, Pennsylvania, USA
Program Chair

Claudia Harris
North Carolina Central University (retired)
Chapel Hill, North Carolina, USA
Proceedings Editor
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The Eastern Academy of Management

A regional affiliate of the Academy of Management, the Eastern Academy of Management holds its annual meeting and conference each May at locations in eastern North America. Competitive papers, symposia, and network groups emphasize the pursuit of excellence in teaching and scholarly research in the field of management. In 1985, the EAM initiated a series of biennial international conferences titled Managing in a Global Economy (EAM-I). Jointly sponsored by EAM and local universities in international locations, the EAM-I Conferences have become a source of collaboration and learning among academics and practitioners. The first EAM-I conference was held in Tilburg in the Netherlands in association with Tilburg University. Most recently, the 2005 EAM-I conference was held in Cape Town, South Africa in conjunction with the University of Cape Town. Please visit www.eaom.org for more information about EAM and its local and international conferences.

The International Conference Series

The Eastern Academy of Management initiated the first of a series of biennial international conferences jointly sponsored with host institutions in countries outside North America. Each conference carries the theme “Managing in a Global Economy” as a challenge to both management scholars and executives to develop more diversified interests by engaging in a worldwide dialogue. Since their inception, conferences have been held:

- 1985: Tilburg, the Netherlands; Tilburg University.
- 1987: Athens, Greece; Deree College.
- 1989: Shatin, Hong Kong; Chinese University of Hong Kong.
- 1991: Nice, France; CERAM Ecole Superieur de Commerce Nice-Sofia Antipolis.
- 1993: Berlin, Germany; Paul-Lobe-Institute.
- 1995: Singapore; Nanyang Technological University.
- 1997: Dublin, Ireland; University College Dublin.
- 1999: Prague, Czech Republic; CMC Graduate School of Business.
- 2001: San Jose, Costa Rica; Instituto Centroamericano de Administracion de Empresas (INCAE).
- 2003: Porto, Portugal: Universidade Católica Portuguesa
- 2005: Cape Town, South Africa: University of Cape Town
- 2007: Amsterdam, The Netherlands: Vrije Universiteit (current)

Like its predecessors, EAM’s 2007 Amsterdam, Managing in a Global Economy XII is intended to foster an international exchange of ideas. The conference theme, “Culture: Integration & Innovation,” was chosen because contemporary organizations (and nations) are faced with new challenges requiring reassessments and realignments. It provides an exceptional opportunity for dialogue among scholars and executives from around the world on management issues. The issues for managers around the world have changed, perhaps permanently. This conference is open to a discussion of broad and sweeping new perspectives on economic, cultural, technological, and ethical factors that affect managers in these challenging times. Scholars from nineteen countries in six continents are gathered together to participate in this dialogue.

An important initiative in our 2005 Conference in Cape Town was the introduction of the African Management Scholars Program. It continues this year thanks to the generosity and vision of our major sponsors. This program was created to make it possible for a select number of lecturers/professors based at African Universities to attend the Conference. It is a good opportunity for the AMS Program recipients to establish networks and long-term partnerships with leading scholars. In turn, the knowledge they acquire will benefit their Universities and countries.

The Vrije Universiteit Amsterdam

The Vrije Universiteit Amsterdam (The Free University of Amsterdam), recognized as one of the best universities in The Netherlands, was established in 1880 as an institution “free” of state and church interference. The spreading wings of the Griffin logo represent the quest for knowledge in complete freedom, while its firmly planted feet represent the commitment to the well-being of society as a whole. VU Amsterdam is committed to being inspiring, innovative and involved. Education and research are closely intertwined, exposing students in more than fifty undergraduate and almost one hundred graduate programs to cutting edge research in areas of theoretical and practical significance.
EAM International Outstanding Paper Awards

The primary criterion for consideration as an EAM-I Outstanding Award Paper candidate is excellence in international management research and practice with an emphasis on the innovation, value, and thought-provoking ideas. A panel of senior EAM faculty, with expertise in international business research, chooses from among the papers recommended by reviewers as nominees for the award. Up to two papers can be selected to receive either the Carolyn R. Dexter or the John Yanouzas EAM-I Outstanding Paper Award, named after the first organizers of the international conference series. Each recipient is presented with a plaque and $500 US.

The following papers were nominated for the Outstanding Paper Award. The winner will be announced at a special dinner on Wednesday, 27 June.

| BRIC: VIEWS ON CORPORATE RESPONSIBILITY FROM EXECUTIVES IN FOUR EMERGING GLOBAL POWERS |
| Tania Casado, University of São Paulo, Brazil |
| David A. Ralston, University of Oklahoma, USA |
| Carolyn Egri, Simon Fraser University, Canada |
| Maria Aparecida Gouvea, University of São Paulo, Brazil |
| Irina Naoumova, University of Tennessee, USA |
| Narasimhan Srinivasan, University of Connecticut, USA |
| Pingping Fu, Chinese University of Hong Kong, Hong Kong |

Wednesday, from 10:30am - 12:00pm in Oude Vergaderzaal

| FORMAL PROGRAMS FOR EXPATRIATE DEVELOPMENT: A MULTIPLE RELATIONSHIPS PERSPECTIVE |
| S. Gayle Baugh, University of West Florida, USA |

Monday, from 2:00pm - 3:30pm in Tinbergenzaal

| PERSPECTIVES ON CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY IN CHINA AND THE U.S. |
| Carolyn Egri, Simon Fraser University, Canada |
| Carlos Wing-Hung Lo II, The Hong Kong Polytechnic University, China |
| David A. Ralston, University of Oklahoma, USA |

Wednesday, from 10:30am - 12:00pm in Oude Vergaderzaal

| THE COMPARISON OF SMES WITH HIGH MARKET ORIENTATION AND SMES WITH LOW MARKET ORIENTATION: A STUDY OF TURKISH FIRMS |
| Tülay Yeniçeri, Aksaray University, Turkey |
| Murat Canitez III, Aksaray University, Turkey |

Thursday, from 10:30am - 12:00pm in Bibliotheek

Outstanding Paper Selection Committee

Special thanks to the colleagues who undertook the difficult task of selecting the best paper among the excellent submissions nominated by the reviewers.

Jean Bartunek, Boston College, USA (Chair)
dt ogilvie, Rutgers University, USA
Eleanor O’Higgins, University College Dublin, Ireland
Gary N. Powell, University of Connecticut, USA
Reviewers

The program committee is indebted to the following individuals for their generous participation in the review process. We offer our thanks and appreciation for their most valuable contribution.

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dt ogilvie, Rutgers Business School - Newark and New Brunswick, USA
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Michael William Pitts, Virginia Commonwealth U., USA
Sunday, June 24

Conference Registration (at Trippenhuis)
4:00pm – 6:00pm

Sunday, from 5:30pm - 7:00pm in Trippenhuis

Welcome Reception - Trippenhuis

Note about our venue: The Trippenhuis was built by Louys and Hendrick Trip in the 17th century to house their family and their arms trading business. Located on the Kloveniersburgwal near the St. Anthony Weighhouse (Waag) on the Nieuwmarkt, it now houses the Royal Netherlands Academy of Arts and Sciences (KNAW). Until the early 19th century the Trippenhuis remained the property of the Trip family, but in the Napoleonic era King Louis Napoleon used it to house the Royal Institute of Sciences, Letters and Fine Arts. From 1815 to 1885 the Rijksmuseum was also located in the Trippenhuis, and Rembrandt’s painting The Nightwatch hung in what is now called the Rembrandtzaal. The building’s tall and extensively decorated façade conceals two identical houses. Throughout the building you will see well-preserved paintings and furniture of historical value, as well as portraits and marble busts of scholars and artists. For more information on the Trippenhuis and its period rooms, the Academy and its art collection, see http://www.knaw.nl/organisation/history.html

Monday, June 25

Conference Registration (at Trippenhuis)
8:00am - 4:30pm

Monday, from 9:00am - 10:30am in Tinbergenzaal

WELCOME:

Marcel Veenswijk and Alfons van Marrewijk, Vrije Universiteit Amsterdam, The Netherlands Conference Hosts

Mzamo P. Mangaliso, Isenberg School of Management, University of Massachusetts, USA Director, EAM-International

Shanthi Gopalakrishnan, New Jersey Institute of Technology, USA President, Eastern Academy of Management

Bert Klandermans, Dean, Faculty of Social Sciences, Vrije Universiteit Amsterdam, The Netherlands

Soron Bisgaard, Dean, Isenberg School of Management, University of Massachusetts, USA

Keynote:

"The Integration Debate in the Netherlands"

Hans Dijkstal - former Deputy Prime Minister of the Netherlands

Hans Dijkstal served as a member of Parliament from 1982 to 2002, and then as Deputy Prime Minister and Minister of Internal Affairs in the Dutch government. From 1998 to 2002 he was the leader of the VVD, a market-oriented liberal party in the Netherlands. When his former party began taking a heavy stance on immigrants he joined with former politicians from a wide range of other parties in protest. Under the banner One Country One Society, this group strives for a more tolerant society. Mr. Dijkstal is also chairman of several commissions on integration and culture, including the Commission on the Participation of Women of Ethnic Minorities.

Monday, from 10:30am - 11:00am in Trippenhuis

Conversation and coffee break
Monday, from 11:00am - 12:30pm in Tinbergenzaal

Introduction to Conference Program:
Joan Weiner, LeBow College of Business, Drexel University, USA  EAM-I 2007 Program Chair

KEYNOTE: The Future of Power
Stewart R. Clegg, University of Technology, Sydney Australia
Stewart R Clegg is Director of Innovative Collaborations, Alliances and Networks (ICAN) at the University of Technology, Sydney, Australia; Professor of Discourse and Management Theory, Vrije University Amsterdam; and Professor of Organizational and Work Culture, Aston Business School, UK. He has been recognized by the Academy of Management for his "outstanding contributions to Management Knowledge" for the Handbook of Organization Studies (London: Sage 1996, with Cynthia Hardy & Walter Nord). His most recent book is Managing and Organizations: An Introduction to Theory and Practice, (London: Sage, with Martin Kornberger and Tyrone Pitts,). Professor Clegg is a prolific writer, with more than thirty books to his credit. He publishes regularly in leading journals such as Administrative Science Quarterly, Academy of Management Learning and Education, Human Relations, Organization, Organization Science, and Organization Studies; and his work has been translated into many languages, including Spanish, Korean, Portuguese and French. His research is funded through the Australian Research Grant Program (ARC).

Monday, from 12:30pm - 2:00pm in Winter Garden
Lunch served in the Winter Garden at Trippenhuis

Monday, from 2:00pm - 3:30pm in Bibliotheek

PANEL: Integrating Management Theory and Practice - A Global Perspective

The panel brings together a wide variety of experiences from the United States, Europe and Asia. The panel members come from diverse industries dealing with automobiles, chemicals, and consulting services.

Chair: Heinz Weirich, University of San Francisco, USA

Presenters:
Kai-Uwe Seidenfuss, Daimler Chrysler, Japan, discusses his experiences at DaimlerChrysler and Mitsubishi in Singapore and Japan.
Andrea Weigert, BMW, Germany, focuses on customer relations management issues at BMW.
Armin Ulonska, BASF, Germany, discusses international project development issues in Malaysia, China, and the U.S. for forming effective teams, managing cultural differences, and establishing trust.
Terence Rodgers, Navigant Consulting, USA, describes the campaign for creating a unified culture with a rational based contract between employees and organizations.

Discussant: Gerhard Raab, University of Applied Sciences in Ludwigshafen, Germany

Monday, from 2:00pm - 3:30pm in Bilderdiikkamer

Strategy & Ops: Multi-Disciplinary Influences on Creativity

Facilitator: Martin J. Gannon, California State University San Marcos, USA

CROSS-CULTURAL DIFFERENCES IN CREATIVITY STIMULATING WORK ENVIRONMENTS
Canan Ceylan, Uludag University, Turkey
Jan Dul, RSM Erasmus University, USA

This study explored culture-based differences in the employees’ perceptions of creativity stimulating work environments. We formulated propositions regarding the effect of national culture differences on perceived importance of four creativity stimulating work environment factors: job design, leadership, interior design and building design. We initially tested of these propositions by comparing two collectivist countries (Turkey and Brazil) with one individualist country (The Netherlands) using a survey among 442 white-collar workers. As predicted, in the collectivist countries leadership, interior design, and building design were found to be more important than in the individualist country. The results suggest that in different national cultures different managerial practices are needed to meet employee expectations regarding creative work environments.

STRATEGIC FORESIGHT: ART OR SCIENCE?
Howard S. Rasheed, UNCW, USA
dt ogilvie, Rutgers Business School - Newark and New Brunswick, USA

Is Strategic Foresight art or science? Identifying opportunities and innovations in the future is an important ingredient for success. A system for idea creation is an important contribution to moving the field of strategy forward. We present a model for strategic foresight using the theory of bisociative thinking. An internet-based decision support system is proposed to support an interactive and convergent method for analyzing trends and brainstorming new ideas. This systematic approach to idea creation will help managers create perpetual innovative cultures, develop new markets, products, and services, as well as initiate new policies and initiatives in the social sector.

SUCCESSFUL STRATEGIC MANAGEMENT WITHIN THE MEDIA FIRM. A PROPOSED FRAMEWORK AND A CASE STUDY

Christian Scholz, Saarland University, Germany
Uwe Eisenbeis, Saarland University, Germany

Currently we see several streams of theory dealing with 'the media', starting from psychology and communication and going all the way to the field of economics. Even though we have several analytical models, we are still weak in integrative frameworks which target media management. For that reason, the paper develops such a framework which could be able to provide criteria for success of both the media and media companies. The article illustrates a proposed framework and uses the case of Apple's iPod which leads to several tentative conclusions.
Managerial power related to stock options. Context affect decision making. Finally, we focus on the abuses of and multinationals and the extent to which culture and political involvement in decision making is different in family owned firms. Homogeneous across countries. Second, we analyze whether board other cultures and whether strategic goals were becoming more managerial power and employee empowerment have permeated issues. First, we examine whether the Western models about countries: USA, China, India and UK. We address three related using agency and Stakeholder theories as our theoretical base we examine the role of sustainability in higher education institutions. By focusing on "acting for sustainability" by sharing progress and commitments toward greening their institutions. The presenters represent universities at three stages of the greening process -- start-up, middle, and advanced, The symposium is part of a planned set of sequenced conference sessions on global sustainability teaching, research, and service in 2007 ... and then beyond.

This session links the "emergent issue" of global sustainability to the "emerging issue" of how institutions of higher education will take leadership roles in teaching, researching, and acting in ways that foster a sustainable world. In a round-table format, audience and presenters will focus on "acting for sustainability" by sharing progress and commitments toward greening their institutions. The presenters represent universities at three stages of the greening process -- start-up, middle, and advanced, The symposium is part of a planned set of sequenced conference sessions on global sustainability teaching, research, and service in 2007 ... and then beyond.

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From a social learning perspective, this study explores what drives peacekeepers to seek future international assignments. The central aim of this study was to examine factors that predict seeking future expatriation and that are more or less under control of the HRM department. Hypotheses were tested on data from 745 Dutch peacekeepers. Preparation, adventurism, and cultural empathy are important and peacekeepers scoring high on self-efficacy are more frequently seeking future expatriation than peacekeepers scoring low on self-efficacy. Further, the relationship between adventurism and seeking future expatriation is stronger for peacekeepers high on self-efficacy than for peacekeepers scoring high on self-efficacy.

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Using agency and Stakeholder theories as our theoretical base we explore the relationship between owners and managers in four countries: USA, China, India and UK. We address three related issues. First, we examine whether the Western models about managerial power and employee empowerment have permeated other cultures and whether strategic goals were becoming more homogeneous across countries. Second, we analyze whether board involvement in decision making is different in family owned firms and multinationals and the extent to which culture and political context affect decision making. Finally, we focus on the abuses of managerial power related to stock options.

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This paper describes a teaching exercise that elaborates on preventive measures, i.e., realistic job previews, specific newcomer orientation programs, and exploration of motives and interests of participants in the classroom. The exercise consists of a case study Working at Ikea, an assignment, and a class discussion aimed at exploring expectations and preferences of participants in the classroom. Finally, there is room for debriefing and some additional issues raised by this exercise.
Monday, from 4:00pm - 4:30pm in Tinbergenzaal

Going to Rio - Overview of EAM-I 2009

Kathleen Suchon, University of Massachusetts - Dartmouth, USA  EAM-I 2009 Program Chair
Paulo Cesar Motta & Hélène Bertrand, Pontifical Catholic University of Rio de Janeiro (PUC-Rio), Brazil  EAM-I 2009 Conference Hosts

Monday, from 4:30pm - 6:30pm in Stopera (town hall)

WELCOME RECEPTION

"Innovation and integration in Amsterdam"
Job Cohen, Mayor of Amsterdam

Job Cohen has been the Mayor of the City of Amsterdam since January 2001. He became known around the world for his inclusive approach to the ethnic tensions and the threat of ethnic violence that developed after the assassination of film maker Theo van Gogh in 2004. Though his policies of inclusion have drawn criticism from some circles, there is widespread appreciation for his moderating role. He was named as the best Dutch mayor of the last 25 years in 2005. In the same year Time Magazine listed him as European Hero. In 2006 he was the runner-up for the World Mayor Award.

Before becoming mayor Cohen had a distinguished career in academia and public service. He studied public law at Groningen University, graduating in 1971. He took his PhD at Leiden University in 1981. In 1983 he was appointed professor of law at Maastricht University, and from 1991-1993 he was rector of that university. From 1993 to 1994 he served as Deputy Minister of Education and Science after which he returned again to Maastricht University as rector from 1995 to 1998. After a brief interim directorship of the public VPRO broadcasting organization he served from 1998 to 2001 as Deputy Minister of Justice. Cohen was also a member of the Upper House of the Dutch parliament for three years, occupying the chair from 1997 to 1998.

Schedule:
4:30 - 5:30 Travel to Town Hall (Stopera)
5:30 - 6:30 Reception at Stopera
Tuesday, June 26

Conference Registration (at Trippenhuis)
8:00am - Noon

Tuesday, from 8:30am - 10:00am in Bibliotheek

P&T: Teaching

P&T: Teaching: Issues in Management Education
Facilitator: Beverly A. Soriano, Framingha State College, USA

Learning in a Transnational Context - Pedagogical Traits Fostering Management Learning in an Online Environment
Karin I. Sixl-Daniell, Universitas 21Global, Singapore
Evelyn Gullett, Universitas 21Global, USA

Learning in virtual settings, as opposed to face-to-face settings, has become a growing factor in international learning environments. An increase in e-learning offerings has been attracting a growing number of international students. Accordingly, pedagogy to accommodate these trends has to be developed and/or adapted in order to be able to keep up successfully with this different approach to teaching and learning.

This paper examines pedagogical traits observed in 60 online classes in management subjects in a school with more than 2000 students to establish a pattern of successful pedagogy that fosters (management) learning in a virtual environment.

MBA Distance Program: The Motivation of Forum Discussion
Angilberto Freitas, PUC Rio Pontifícia Universidade Católica do Rio de Janeiro, Brazil
Hélène Bertrand, PUC Rio Pontifícia Universidade Católica do Rio de Janeiro, Brazil

The aim of this research was to assess how students perceive a distance type MBA program provided by a private university from Rio de Janeiro in partnership with a leading Brazilian banking institution. The results suggest that student-teacher interaction is important to keep the students motivated and thus improve the program's assessment.

Pitfalls of the Use of Films in Management Education
Lynn Marie Kendrick, St. Thomas University/ City College, USA
Marie-Line Germain, St. Thomas University, USA

Current research in the field of education suggests that technology is changing the way we think, work, live, and learn. It has become imperative to consider possible implications of utilizing technology in the educational environment and specifically in management courses. Indeed, research has greatly overlooked the potential adverse effects of utilizing technology in the learning environment. More specifically, the use of film can contribute to a digression in the learning of students and may encourage laziness in professors and students alike. This paper focuses on the unobserved potential negative effects of the use of technology in the management classroom.

INTEGRATING AN AUTHENTIC CULTURAL LENS: A CASE DEVELOPMENT AND TEACHING WORKSHOP
Bonnie Betters-Reed, Simmons College, USA
Lynda L. Moore, Simmons College, USA

This workshop demonstrates the application of an authentic multicultural lens for case teaching and writing. A conceptual model that compares a unilateral lens with a multidimensional lens across five factors will be shared as a foundation for writing and teaching, to better integrate multicultural identity and perspectives. Participants will explore aspects of their own cultural identity as it relates to understanding the model. They will explore implications for their case development or teaching. Small group discussions will focus on how to use this perspective and approach with cases for an integrated and multidimensional understanding of business leaders and their behavior.

PEANUT BUTTER AND CHOCOLATE: COMBINING EXPERIENTIAL EXERCISES AND TEACHING WITH CASES
Gina Vega, Salem State College, USA
Barry Armandi, deceased
Herbert Sherman, Long Island University - Brooklyn, USA
Diane Shichtman, Empire State College, USA

Teaching with cases and teaching using experiential exercises are distinct pedagogies requiring different approaches. Case research is a discipline of its own, demanding particular and specific skills. We are aware of the great social needs that can be filled by social entrepreneurs. We are also painfully aware of the problems that social entrepreneurs may face - similar to those of traditional entrepreneurs but all the more challenging because the leaders of such organizations rarely have the training to address these tests. Combining cases and exercises with case research and social entrepreneurship results in a flexible, rich, and enjoyable pedagogical innovation.
**OT&B: Ethical Considerations in HRM**

Facilitator: Karen M Perman, Framingham State College, USA

**EXPECTATIONS VERSUS PROMISES AS BASES OF EMPLOYEE PSYCHOLOGICAL CONTRACT**

Anjali Chaudhry, University of Illinois at Chicago, USA
Sandra Wayne, University of Illinois at Chicago, USA

The construct of psychological contract describes employment relationship in terms of employee beliefs regarding mutual promises. Recent research suggests that the employment relationship is not defined by beliefs regarding promises alone and employee expectations may play a broader role in defining employee beliefs regarding the psychological contract (Taylor & Tekleab, 2004). Current paper describes a study that empirically examined promissory expectations versus non-promissory expectations as the definitional framework of psychological contract. Results from the two-sample study found: (a) non-promissory expectations to be distinct from promissory expectations, and (b) fulfillment of non-promissory expectations to be distinct from fulfillment of promissory expectations.

**INTEGRITY TESTING: A COMPARISON OF THE U.S. AND EUROPE**

Larry Zacharias, University of Massachusetts-Amherst, USA
Ronald Karren, University of Massachusetts-Amherst, USA
Kim Sherman, University of Massachusetts, USA

Retailers in the U.S. and Europe are experiencing financial losses due to inventory shrinkage. A large percentage of these losses have been attributed to employee theft. Within the U.S. many companies are using integrity testing as a pre-employment screening measure designed to reduce this theft. By contrast, although many of the European countries have seen an increase in employee theft they consistently do not use integrity tests in their pre-employment process. This paper will compare screening practices in the EU and U.S. and explore potential reasons for these differences.

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**Tuesday, from 8:30am - 10:00am in Louyskamer**

**Culture + Strategy & Ops: Improvising at Work and at Home**

Facilitator: C. Gopinath, Suffolk University, USA

**RESOLVING THE CAUSAL AMBIGUITY PARADOX: IMPROVISATION, INTUITION AND SUSTAINABLE COMPETITIVE ADVANTAGE**

Shalei V. K. Simms, Rutgers University, USA
dt ogilvie, Rutgers Business School - Newark and New Brunswick, USA

Causal ambiguities have been found to protect organizations from having competitors imitate their routines (Reed and DeFillipi, 1990). Routines that are complex, specific and tacit are difficult to link to performance outcomes and, therefore, help organizations sustain their competitive advantage. However, operating within these confines often leads to linking ambiguities. In these cases, managers are also unclear as to the link between organizational routines and performance outcomes. This paper examines the use of improvisation as a process tool to resolve this issue. We argue that improvisation can reduce the linking ambiguities internally while maintaining the barriers to imitation externally.

**SOURCES OF SUPPORT FOR WORK-FAMILY CONFLICT: A CULTURAL VALUE PERSPECTIVE**

Xian Xu, University of South Florida, USA

The objective of the present theoretical paper is to further cross-cultural work-family research by employing existing cultural value frameworks to explore cross-cultural differences in support for WFC. Propositions are made regarding the influences of specific cultural values on support provision and receipt and support seeking behaviors. Building on Shaffer et al.’s (2005) important work, this paper will first attempt to present a more systematic view from the cultural value perspective and second, extend thinking from support provision to the more active support seeking behaviors across cultures.

**THE CO ALIGNMENT BETWEEN COMPETITIVE AND COLLABORATIVE STRATEGIES AS A MEANS OF INFLUENCING THE ENVIRONMENT AND IMPROVING THE PERFORMANCE OF COMPANIES**

Lenise Saraiva de Vasconcelos Costa, UNISUL- Universidade do Sul de Santa Catarina, Brazil
Jorge Ferreira da Silva, PUC Rio Pontificia Universidade Católica do Rio de Janeiro, USA

The objective of this study is to pose and test a theoretical model able to depict the co alignment between competitive and collaborative strategies, their joint reaction to the impacts of the environment and their effects upon companies’ performance, utilizing the SCP paradigm as a theoretical platform. The variables were selected within 97 papers published between 1977 and 2004, ranked by specialists and used in the questionnaire sent to the insurance companies operating from 2002 to 2004. The test of the model used the SEM technique and presented good fit indexes, allowing for its applicability to the Brazilian insurance industry.
environments for nurse managers. Personal factors are important determinants of satisfying work and job satisfaction. The results suggest that both situational and associated with greater structural and psychological empowerment quality relationships with their immediate supervisor were exchange quality, empowerment and core self-evaluation. Higher variance in job satisfaction was explained by leader-member variable on these relationships. Approximately 40.4% of the satisfaction, and to examine the effect of a personal dispositional relationship with their supervisors, and empowerment to job a theoretical model linking perceptions of the quality of the A non-experimental study of 141 nurse managers was used to test SATISFACTION EVALUATION ON NURSE MANAGERS' JOB QUALITY, EMPOWERMENT, AND CORE SELF-EVALUATION

This exploratory study examined the responses of Central Eurasian leaders regarding their perceptions of work-related values of effective organizational leaders. The respondents were participants in a two-week leadership development program held in Istanbul, Turkey. Two inter-related research questions regarding leadership concepts and challenges were explored through content analysis of program intake interview protocols. The participants' pre-program perspectives on what constituted effective leadership were found to be consistent with the GLOBE Project's culturally endorsed leadership dimensions. Moreover, several common patterns of behaviors and challenges were uncovered that could be attributed to particular idiosyncrasies in the socio-political/cultural environment of the region.

PROMOTING SELF-ORGANIZATION: INSIGHTS ABOUT EFFECTIVE LEADERSHIP FROM COMPLEXITY THEORY

Marguerite Schneider, New Jersey Institute of Technology, USA

This manuscript challenges organizational leaders to face their lingering mental model of leadership in order to transform it, and demonstrates that many new thoughts of leadership are aligned with the new science of Complexity Theory (CT). Insights which emerge from CT include understanding the conditions under which leaders should tighten (or loosen) organizational identity so that it is most conducive to coping with chaos, and identification of several leader characteristics that become increasingly important to effectiveness in today's frequently chaotic conditions. The Indian Independence Movement is used to illustrate how leaders can catalyze and mobilize others toward self-organization.

THE IMPACT OF LEADER-MEMBER EXCHANGE QUALITY, EMPOWERMENT, AND CORE SELF EVALUATION ON NURSE MANAGERS' JOB SATISFACTION

Heather K. Laschinger, University of Western Ontario, Canada
Nancy Purdy, University of Western Ontario, Canada
Joan Almost, University of Toronto, Canada

A non-experimental study of 141 nurse managers was used to test a theoretical model linking perceptions of the quality of the relationship with their supervisors, and empowerment to job satisfaction, and to examine the effect of a personal dispositional variable on these relationships. Approximately 40.4% of the variance in job satisfaction was explained by leader-member exchange quality, empowerment and core self-evaluation. Higher quality relationships with their immediate supervisor were associated with greater structural and psychological empowerment and job satisfaction. The results suggest that both situational and personal factors are important determinants of satisfying work environments for nurse managers.

Tuesday, from 8:30am - 10:00am in Oude Vergaderzaal

OT&B: Leadership

Facilitator: Tony Butterfield, Univ. of Massachusetts, USA

★Nominee: Outstanding Paper Award★

DISCERNING LEADERSHIP PERCEPTIONS OF CENTRAL EURASIAN LEADERS: AN EXPLORATORY ANALYSIS

Kiran M. Ismail, The University of Texas at Dallas, USA
David L. Ford Jr., University of Texas at Dallas, USA

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Tuesday, from 8:30am - 10:00am in Rembrandtzaal

PANEL: Managing Sustainably: Issues and Challenges

The Brundtland Commission, in 1987, defined sustainability as “addressing the needs of the present without jeopardizing the ability of future generations to meet their needs.” Business leaders around the world have begun to embrace the notion of a triple bottom line – economic, environmental and social. Even as the ideas and frameworks for managing sustainably have evolved through various stages, and are now poised to become a truly global movement, significant challenges remain in building consensus with respect to the coordinated use of public policy, market-based mechanisms, and the role of local and global non-governmental organizations. Similarities and differences with respect to history, culture, and preferred approaches between North America and Europe will be explored as a way of understanding the challenges and opportunities for a likely future global sustainability consensus. The perspectives of emerging economies will also play a pivotal role in the future success of sustainability agendas.

Teresa Fogelberg, Global Reporting Initiative, The Netherlands
Albert de Haan, European Climate Exchange, The Netherlands
Dilip Mirchandani, Rowan University, USA
Yvon Pesqueux, CNAM, France

Tuesday, from 8:30am - 10:00am in Tinbergenzaal

OT&B: SYMPOSIUM: Ubuntu Leadership

Bradford John Knipes, Westfield State College, USA
Mzamo P. Mangaliso, University of Massachusetts, USA
Ben Abraham Kahn, Massachusetts College of Liberal Arts (MCLA), USA
Nancy L. Ovitsky, Massachusetts College of Liberal Arts (MCLA), USA
Mary Therese Rogers, Framingham State College, USA
Nomazengele A. Mangaliso, Westfield State College, USA

The panel will present a new model of economic development which grew out of the 2005 EAMI conference in Capetown, and is based on our continuing evolution of the undergraduate course “World Business and Economic Issues.” Our course is a prototype for cellular economic development incorporating Ubuntu leadership, learning alliances, microloans, local financial/production groups, and entrepreneurship. The model can be replicated to engage universities and research institutes, individuals and businesses, governments and non-governmental organizations in distributed, networks to support locally focused economic development. Shared knowledge, culture, and capital can moderate the risks that are catastrophic for impoverished families.

Tuesday, from 10:00am - 10:30am in Trippenhuis

Conversation and coffee break
"Moving Beyond Generalizability to a Virtuous Cycle in International and Cross Cultural Knowledge"
Thomas W. Lee, University of Washington, USA
Across several generations of management researchers, the general ideal of external validity or the generalizability of our theories and empirical findings to other populations has been unquestionable important. Among scholars of international management certainly and among domestically focused researchers probably, the importance of international and/or cultural generalizability has also been a long held value. In my presentation, I would like to speculate about how research aimed at generalizability across nations and cultures can facilitate new knowledge on a focal (and domestic) construct. Using job embeddedness as a working example, research aimed at generalizing embeddedness across nations and cultures can delimit and specify a focal concept more clearly. In addition, such culturally focused research can also identify and direct new future research opportunities. In short, a virtuous cycle of domestic construct, research aimed at international and cultural generalizations, redefinitions and limitations to the focal construct and new directions can be achieved. Interpretations, implications and speculations will be offered.

"Research as an International Linking Pin in the Academy of Management"
Jean M. Bartunek, Boston College, USA
As the Academy of Management becomes more and more international, it becomes more important to develop ways of linking members across national boundaries. Shared research is a primary means for accomplishing this. Some efforts have been made to use them to create links, and even more could be done. For example, some divisions such as Management Consulting regularly host international meetings. Some associations, such as the International Association of Chinese Management Research (IACMR) have formed at the Academy meeting and invite Academy members from multiple countries to participate in their scholarly meetings. Activities like this are very valuable. In addition, more can be done to build up networks of researchers that cross national boundaries. Thanks to the fact that the divisions now collect information about the research interests of those who have signed up to be reviewers, for example, it is possible to create information about which reviewers from different countries share similar interests. Posting of the publication lists of members from different countries could also foster such links. In this presentation I will describe some ways research is already being used to link AOM members across national boundaries and imagine others.

"Technology and Methods Advances as Enablers of Cultural Integration and Innovation"
Kathryn M. Bartol, University of Maryland, USA
Advances in information technology and research methods are enabling Academy of Management researchers to tackle more challenging questions associated with cultural integration. More specifically, information technology is aiding cultural research through the emergence of such aids as improved Web-based survey tools, teleconferencing capabilities, cyberspace venues for shared materials (e.g., Sameplace), and digital meeting capabilities (e.g., Sometime). At the same time, improvements in methodological tools are allowing a broader range of questions to be meaningfully addressed. For example, structural equation modeling techniques are making it easier to make cross-cultural comparisons. Hierarchical linear modeling offers new possibilities for understanding cultural impacts. Further developments in ground theory approaches are offering means of theory building involving unaddressed research areas involving cultural integration and ties to innovation. In my presentation, I will discuss a variety of ways that information technology advances and methods improvements already are aiding research and will point to further ideas for advancing research in the area of cultural integration, particularly as it applies to enriching innovation.
WOMEN AND WORK IN TURKEY: A RELATIONAL STAKEHOLDER ANALYSIS
Carolyn E. Predmore, Manhattan College, USA
Frederick David Greene, Manhattan College, USA
Ahmed Goma, Manhattan College, USA
Alfred R. Manduley, Manhattan College, USA
Faraj Abdulahad, Manhattan College, USA

Turkey has been in the process of applying for membership in the European Union (EU) since 1987 where it would be the first Muslim country. There is a conflict between the EU and Turkey on human rights and women's rights based on differing traditions. Studies have suggested stakeholder analysis could evaluate costs of different avenues of modernization and modernization benefits. Here a relational stakeholder analysis was developed where various elements do not act in a vacuum but affect each other. This pilot study had Turkish women discussing their perceptions of living and working environments and changes they had experienced.

Tuesday, from 10:30am - 12:00pm in Hendrickkamer
P&T:Teaching: WORKSHOP: Management Education: Practical Suggestions

A MENTOR-DIRECTED PROGRAM FOR THE DEVELOPMENT OF ENTREPRENEURIAL SKILLS: A PROGRESS REPORT
Milton Silver, Drexel University, USA

The Baiada Center is an incubator for entrepreneurs, offering mentoring services from highly experienced entrepreneurs. Mentors are individually assigned and oversee participating students' progress and development within the entrepreneurial community. The Center fosters practical skill development through the use of skill set modules, relevant case studies, and business plan competition. The Baiada Center’s website has the potential to connect with incubators worldwide, effectively creating an online global network. This would facilitate the exchange of ideas and experiences among entrepreneurial educators from around the globe, and allow the Baiada mentors to extend their services to an ever-expanding international market of entrepreneurs.

BUILDING YOUR COURSE AROUND A CONCEPTUAL FRAMEWORK: EXPERIENCING LEADERSHIP THEORIES IN PRACTICE
Randall G. Sleeth, Virginia Commonwealth University, USA
Susan J. Herman, University of Alaska Fairbanks, USA
Carol H. Sawyer, University of La Verne, USA
Robert D. Marx, University of Massachusetts, USA

Students seldom practice or observe up close either leadership or hierarchy. We will offer four approaches for designing learning experiences that foster development of leadership skills: (1) student teams to prepare class presentations that consider learning entry points, (2) a series of learning experiences that help students explore the four frames of leadership, (3) a classroom-as-organization with instructor as President, and (4) a classroom-as-organization hierarchy, with instructor as client (and adviser, not as “boss”). Panelists will critique the designs and invite audience participation in the discussion.

Tuesday, from 10:30am - 12:00pm in Louyskamer
P&T:Cases + P&T:Teaching: Cases in Global Management

CULTURE OF POST-COMMUNIST BULGARIA: CASE STUDIES
Ellen Greenberg, Diagnostic and Consultative Center, Bulgaria
Stanislava Zaprianova, Globul Corporation, Bulgaria

Cross-cultural learning can be enhanced by the use of realistic case studies and an explanation of the values and perceptions of individuals of different nationalities. The authors have written a unit for the "Cultural Detective Series" for Bulgaria, which uses cases and values to explain the culture to new visitors who are planning to work in Bulgaria. Three cases are presented, along with an analysis of the values inherent in each situation.

INTERFACING WITH THE ARAB WORLD: BUSINESS CASES FROM THE MIDDLE EAST
Richard G. Linowes, American University, USA

This session will present a growing literature of cases that portray business issues in the Arab World. They shed light on the challenges facing businesses in the region, illuminating how cultural traditions impact business practice and influence the assimilation of new technologies. They also document encounters between people in these businesses and people from outside the region. The twelve cases developed thus far reflect recent events in North Africa and the Middle East and enable Westerners to appreciate how Middle Eastern small businesses participate in the global economy. Several cases examine Arab business dealings with Western and Asian firms.

WHEN IN NORWAY, SHOULD YOU DO AS THE ROMANS DO? EDUCATING STUDENTS ABOUT THE WORKPLACE IMPLICATIONS OF CULTURAL DIFFERENCES
Lynn E. Miller, La Salle University, USA
Richard M. Weiss, University of Delaware, USA

Many of our graduates will find themselves working with people in or from other countries. Fortunately, much is known about the effects of cultural characteristics on work-related values and behaviors. This paper summarizes key findings from that research and provides three exercises that give students an opportunity to demonstrate their understanding of those findings. Two of the exercises ask students to analyze the likelihood that a particular management technique could be implemented successfully in another country. For the third exercise, students identify evidence of cultural differences and similarities as shown in the actions of managers involved in an international merger.
In this study; a conceptualist perspective is used to understand ethical issues in organizational governance of everyday practice. Through their coming and going, interactions and political manoeuvres, by the divergence between written organizational rules and policies (words) and managerial behaviors (actions) senior management team modify linkages with the organization's internal environment to their self-interest advantage at the disadvantage of the primary interest holders - employees, suppliers, creditors, governments and shareholders. This study attempt to explore this anomalous. The study concludes with a prescriptive guideline on developing ethical codes of conduct that is in the communal interest.

**IS THERE ANY RELATIONSHIP BETWEEN ETHICS, CORRUPTION AND ECONOMIC DEVELOPMENT? A CASE STUDY IN EMERGING MARKETS**

**Valdir de Jesus Lameira**, PUC Rio Pontificia Universidade Católica do Rio de Janeiro, Brazil
**Hélène Bertrand**, PUC Rio Pontificia Universidade Católica do Rio de Janeiro, Brazil

In this article we seek to substantiate the relation between ethics, corruption, governance and development in emerging markets, especially in Latin America. We thus provide evidence of the relation between the levels of governance of 25 emerging nations and their economic performance indicators. We conclude that institutions and governments must act speedily and effectively to improve the environment for business in various emerging markets, in order to provide more adequate conditions for world trade growth and satisfy the needs of consumers worldwide.

**STRUCTURAL FUNDS AND THE NEW MEMBERS OF THE EUROPEAN UNION**

**Minoo Tehrani**, Roger Williams University, USA
**Justin Edword Budnick**, Roger Williams University, USA

This paper examines regionalism, one of the foundations of the European Union (EU) directives, in relation to the new members of the EU, the Eastern and Central European countries. In addition, the Structural Policies and the Structural Funds of the EU are discussed and the implementation of the objectives of the Structural Policies is explored. Furthermore, several economic and political issues of the Eastern and Central European countries that impede the successful implementation of the European Union directives are analyzed. The last part of the paper discusses the future plans and the new Structural Policies of the EU.

**PEPSI IN A BANGLADESHI VILLAGE: THE IMPACT OF STAKEHOLDER RELATIONSHIPS ON CONSUMER BEHAVIOR**

**Sandra Rahman**, Framingham State College, USA
**Rumman Hassan**, Independent University, Bangladesh

This descriptive study explores the change in host country consumer behavior as a result of home country international market expansion strategies that focus on building relationships with local consumers in a developing country. Transcom Beverages, Ltd, the official franchisee of Pepsi in Bangladesh, is aggressively leading the expansion efforts into the suburban villages in Bangladesh. This paper describes the firm: Transcom Beverages, Ltd and the stakeholder: the consumers; identifies the firm’s strategies to establish customer relationships; analyzes the impact of this relationship on customer behavior; discusses the controversial strategic, economic and ethical implications of this relationship; and suggests future research.

**PIONEERING A NEW ENERGY PARADIGM: ALLEVIATING “ENERGY POVERTY” IN THE WORLD**

**Gerard Farias**, Fairleigh Dickinson University, USA
**Joel Harmon**, Fairleigh Dickinson University, USA
**William G. Russell**, SKN Worldwide, USA
**Christine Farias**, Fairleigh Dickinson University, USA
**Daniel F. Twomey**, Fairleigh Dickinson University, USA

Energy is central to the world’s sustainability. E+Co, a non-profit public investment company with a vision of clean energy for all, has focused on financing and developing clean-energy entrepreneurs. These entrepreneurs so far have provided clean-energy access to over two million people and businesses in 35 developing countries. E+Co has attracted people with a passion and commitment to its vision which has contributed greatly to its success. We offer this rich and complex story to explore the challenges of globalization, human and economic development, energy and environmental policy, investment behavior, cross-sector collaboration, entrepreneurial growth strategy and local enterprise networks.
Lunch - Café in de Waag, Nieuwmarkt Square

Lunch will be served in the historical Weigh House (or Waag) in Nieuwmarkt square. Built in 1488 as one of Amsterdam’s three main city gates, St Anthony’s Port, in the 17th century the building was transformed into a weigh house and the rooms were assigned to various guilds. Numerous decorations inside and on the outside walls remind today’s visitors of those days. Visitors can still see the surgeon’s guild inscription ‘theatrum anatomicum’. It was for this guild that Rembrandt painted his famous Anatomical Lesson of Dr Nicolaes Tulp in 1632. During the 19th and 20th century the building served various functions (factory, archive, museum) until at the end of the 20th century the Restaurant-Café in de Waag opened its doors. For more information on the building’s history, see http://www.indewaag.nl

Alison M. Konrad, University of Western Ontario, Canada
Gary N. Powell, University of Connecticut, USA
Vishwanath V. Baba, McMaster University, Canada
Bambi Douma, University of Montana, USA
Kimberly Eddleston, Northeastern University, USA
Barbara Gutek, University of Arizona, USA
Kenneth W. Koput, University of Arizona, USA
Terri Lituchy, Concordia University, Canada
Christine Brown Mahoney, Hamline University, USA
Jessica Menassa, Concordia University, Canada
E. Layne Paddock, University of Florida, USA
Louise Tourigny, University of Wisconsin-Whitewater, USA
Xiaoyun Wang, University of Manitoba, Canada
Tracy Hecht, Concordia University, Canada

Valuing diversity is almost a taken-for-granted concept, and many North American organizations explicitly vow to value diversity in their values or mission statements (Konrad, Maurer & Yang, 2006). But how well are organizations doing at promoting the career development of a diverse work force? The proposed symposium presents five papers devoted to answering that question, and the findings are a reminder that there is often a difference between what organizations say and what they do.

Diamond Industry
Amsterdam has been a major diamond center since Sephardic Jews introduced the diamond cutting industry in the later 16th century. Nowadays there are about a dozen diamond factories in the city. At the historic Gassan Diamond factory you will be able to observe the craftsmanship of diamond polishers and goldsmiths as they fashion diamond jewelry. The headquarters of Gasson Diamonds, a family owned business, is situated in a historic, formerly steam driven diamond factory. When this factory was first built in 1879 it was the largest of its kind in all of Europe, and was seen as a modern miracle of technical ingenuity. Now a tour of the facility allows visitors to gain an understanding of both modern methods and past practices in a setting that has been the site of more than four centuries of craftsmanship and tradition. For more information: www.gassandiamonds.nl

Heineken Experience
The original Heineken brewery is one of the most impressive industrial heritage sites in the Netherlands. Its buildings span two centuries, the main parts dating from 1867 (the original building) and 1930 (a working brewery until 1988). In this unique environment, you will experience Heineken's rich history and the tradition and craft of brewing. You can tour the brewing facilities, visit the stables where Heineken keeps its promotion team’s antique drays and the horses to pull them. The tour will end with an opportunity to sample Heineken beer.

For more information: /www.heinekeninternational.com

The Rembrandt house
Rembrandt is Holland’s greatest 17th century painter. The house where Rembrandt lived between 1639 and 1658, at the height of his career, has been restored as the Rembrandt House Museum. The building was constructed on two lots in the eastern part of the city during 1606 and 1607, in what was then known as the Sint Anthonisbreestraat. Many rich merchants and artists settled in this new part of town. In 1636 Rembrandt had already established his reputation as an artist. In the same year that he bought the house, he was awarded the prestigious commission to paint the Night Watch. The house, including the top floor studio where he worked, has been faithfully restored to the condition when Rembrandt lived there. For more information: www.rembrandthuis.nl

Waar Society
Waar Society is the name of what started in 1994 as the 'Society for old and new Media'. The founders were Caroline Nevejan and Marleen Stikker, and Marleen Stikker is still the Waag Society's director. Prior to founding the Waag Society, Stikker was the mayor of the Digital City, the first internet community in the Netherlands. The Society's mission was to make new media available for groups of people that have little access to computers and internet, thus increasing their quality of living. The Waag Society grew into an institution that is active in the fields of networked art, healthcare, education and internet related issues like bandwidth and copyright. Today the Waag Society has a worldwide network with partners in countries like India, Canada and the UK. For more information: www.waag.org
## Seminar and Reception at ING House

Together with ING we have organised a seminar in the ING headquarters on the theme of global leadership. The audience will be a mixture of EAM-I conference participants and ING professionals.

**ING Group** is a global financial services company of Dutch origin with 150 years of experience, providing a wide array of banking, insurance and asset management services in over 50 countries. The 120,000 employees work daily to satisfy a broad customer base: individuals, families, small businesses, large corporations, institutions and governments. Based on market capitalization, ING is one of the 20 largest financial institutions worldwide and ranked in the top-10 in Europe.

ING is the number one financial services company in the Benelux home market. ING services its retail clients in these markets with a wide range of retail-banking, insurance and asset management services. The wholesale banking activities operate worldwide but with a primary focus on the Benelux countries. In the United States, ING is a top-5 provider of retirement services and life insurance. In Canada, they are the top property and casualty insurer. ING Direct is a leading direct bank with over 15 million customers in nine large countries. In the growth markets of Asia, Central Europe and South America it provides products such as life insurance. It is also a large asset manager with assets of around EUR 500 billion under management.

The ING House itself is widely known as a very special "green" building, and as the company itself notes, "ING has an excellent reputation to maintain, not only where financial services are concerned but also when it comes to building remarkable offices. Our head office in Amsterdam has to illustrate the image of ING as a financial services company: innovative and transparent, dynamic and sustainable. It is a glass building, which fits well with ING’s focus on transparency."

**Schedule:**

- 3:00 - 4:30 - travel from various site visits to ING House
- 4:30 - 6:30 - Corporate visit and seminar
- 6:30 - 7:30 - Reception
- 7:00 - 7:30 - transport back to town (buses will leave at 7:00, 7:15 and 7:30)
ENVIRONMENT SMMEs’ OWNER-MANAGERS

MANAGEMENT EVALUATION: HOW ARE BUILT networking and research should be given great consideration. meet up with the challenges of a globalised world, appropriate attention to these issues. In order for Nigerian higher Institutions to funding of research programs. It was therefore recommended that technological infrastructures and there should be appropriate discoveries that there is a need for improvement on the ethics conducive environment and support from the institution and the government were given serious consideration. It was discovered that there is a need for improvement on the technological infrastructures and there should be appropriate funding of research programs. It was therefore recommended that government as well as institutions concerned should pay close attention to these issues. In order for Nigerian higher Institutions to meet up with the challenges of a globalised world, appropriate networking and research should be given great consideration.

MANAGEMENT EVALUATION: HOW ARE BUILT ENVIRONMENT SMMEs’ OWNER-MANAGERS

Wednesday, June 27

Conference Registration (at Trippenhuis)
8:00am - Noon

Wednesday, from 8:30am - 10:00am in Bibliotheek

PANEL: AFRICAN MANAGEMENT SCHOLARS
Chair: dt ogilvie, Rutgers University, USA

WHAT DO WE REALLY KNOW ABOUT WHEN TECHNOLOGICAL INNOVATION IMPROVES PERFORMANCE (AND WHEN IT DOES NOT)?
 Tunji Adegbesan, Pan-African University
 Joan-Enric Ricart, University of Navarra

Most approaches to innovation bear the implicit assumption that increased innovativeness leads to improved organizational performance. Thus, more attention has been focused on innovativeness than on innovation performance; on novelty than on value. However, recent empirical evidence calls into question the unqualified optimism surrounding innovation, and leads us to ask what we really know about when technological innovation improves performance. In this paper, we seek to make a contribution by presenting the results of an exhaustive review of extant knowledge on the outcomes of technological innovation. Our synthesis of the literature allows us to relate in one parsimonious model the drivers and moderators of the antecedents, technical outcomes, and performance outcomes of technological innovation and technological change. We also make sense of the proliferation of terms, and consequent terminological ambiguity, which characterizes a lot of work on technological innovation. Finally, in the light of the model presented and recent developments in work on firm capabilities, we indicate possible avenues for further development of this critical area of research.

THE ACT OF CONDUCTING RESEARCH IN NIGERIA HIGHER INSTITUTIONS, CASE STUDY OF OLABISI ONABANJO UNIVERSITY AGO -IWOYE OGUN STATE NIGERIA
Elsie Omolar Babajide, Olabisi Onabanjo University Ago Iwoye, Nigeria

This paper sets out to investigate the act of conducting research in Africa with close attention on Nigeria in particular. This was for the purpose of ascertaining the extent to which proper research are being carried out in Nigerian Universities. Variables such as fund, availability of technological infrastructures, motivation research ethics conducive environment and support from the institution and the government were given serious consideration. It was discovered that there is a need for improvement on the technological infrastructures and there should be appropriate funding of research programs. It was therefore recommended that government as well as institutions concerned should pay close attention to these issues. In order for Nigerian higher Institutions to meet up with the challenges of a globalised world, appropriate networking and research should be given great consideration.

PERFORMING IN GAUTENG PROVINCE, SOUTH AFRICA?
Watson Ladzani, University of South Africa
Nico Smith, University of Johannesburg

This paper addresses the management performance of small and medium-sized enterprises in the building construction industry of South Africa. In spite of this industry booming in South Africa, it is believed that it could continue to grow faster and be more sustainable if the culture of continuous improvement in management performance excellence is cultivated amongst the owner-managers of these enterprises. The aim of the paper is to evaluate the culture of management performance amongst small and medium-sized construction business owner-managers in Gauteng Province, South Africa. The objectives of the study are to measure the management performance of owner-managers in this industry, identify strengths and areas for improvement amongst small and medium-sized construction business owner-managers and develop action plans for areas for improvement. The South African Excellence Model was used to measure the performance of owner-managers. As opposed to the traditional performance management, the employees of the sampled businesses evaluate the performance of their owner-managers, based on a set of eleven internationally recognized criteria. These criteria cover the whole management processes, from enablers to business results. That is, leadership, policy and strategy, customer and market focus, people management, resources and information management, processes, impact on society, customer satisfaction, supplier and partnership performance and business results. To date, fifteen randomly selected business owner-managers were evaluated. On average, 115 employees participated in the evaluation process. The results are in the process of being analyzed. A point to note is that SMMEs in the South African context are much smaller than SMEs internationally. Major challenges occurred in the data collection. Some targeted businesses that refused to respond claimed to be having no time for the study.

The paper argues that in spite of the booming building construction market in South Africa, when management is not performing at their best, such businesses may fail to grow, and could threaten their sustainability. Preliminary results as confirmed by some of the 115 subjects evaluated so far converge to the conclusion that management performance is low in the industry when it could have been higher. Details of these results will be uncovered in the main analysis at the end of the data collection, which is expected to end in September, 2007.

USING QUALITY FOR REENGINEERING BUSINESS PROCESSES; A CASE STUDY AT THE SOUTH AFRICAN MANAGEMENT DEVELOPMENT INSTITUTE
Shirley Mahlase, South African Management Development Institute (SAMDI)

This paper provides a context within which the implementation of large scale organizational change was to take place at the South African Management Development Institute (SAMDI). SAMDI had utilized quality for reengineering its business processes in order to deliver services to its clients and beneficiaries in a cost-effective and efficient manner. This organizational change was meant to enable SAMDI to institutionalize the Quality Management System (QMS) in order to operate within the National Qualifications Framework (NQF) as well as the South African Qualifications Authority (SAQA). The fundamental issue explored here is the appropriateness of the application of a management approach that was originally designed...
implemented. These programmes are discussed in this article.

Numerous inroads need to be made to enable them develop the research expertise expected of them. Research and providing other interventions to the designated groups are instrumental in funding human capital development as well as redress and equity. Among these programmes that support the NRF mission of Institutional Capacity Development Directorate (ICD) of the NRF, the newly formed Strategic Development (IRDP) and Bursaries and Fellowships Support Programme. These programmes are representative of the demographics of South Africa. The NRF, which was established in 1999, is a key government agency that has been mandated to promote research in South Africa. It plays a critical role in the future of South Africa and the role it plays in providing an enabling environment for innovation. The need to build research human capital in a developing nation cannot be overemphasised. However, South Africa is currently faced with a myriad of challenges in as far as research and development is concerned owing to the historical legacy of racialism. These challenges include, inter-alia, the aging and shrinking scientific population and consequently over 60% of the scientific publications are by white male researchers over 50 years of age. South Africa produces nearly 0.5 of global research and women, specifically black women, continue to be marginalised from the science space. The NRF, which was established in 1999, is a key government agency that has been mandated to promote research in South Africa. This agency was formed to respond to some of the above mentioned challenges. One of its key focus, which is very much inline with the national agenda of higher education transformation is the promotion and support of young women and black researchers that will form a cohort of future research workforce that is representative of the demographics of South Africa. The Institutional Capacity Development Directorate (ICD) of the NRF houses various programmes that support the NRF mission of human capital development as well as redress and equity. Among the ICD programmes are Thuthuka, the Institutional Research Development (IRDP) and Bursaries and Fellowships Support Programme. These programmes are instrumental in funding research and providing other interventions to the designated groups to enable them develop the research expertise expected of them by higher education institutions and by the country. Numerous inroads in terms of redress and equity funding as well as challenges in the implementation of these programmes are discussed in this article.

RESEARCH AND PRACTICAL RELEVANCE; AN AFRICAN BUSINESS SCHOOL PERSPECTIVE

Franca Ovadje, Pan African University

In the last three years annual meetings of the Academy of Management have focused on the impact of management on society. This year’s theme is “Doing well by Doing Good.” This new emphasis is not surprising. In the context of the big corporate scandals most management scholars have been reflecting on the purpose of what they do. While a number of academics recognize the need for practical relevance of knowledge created in business schools, it is not clear how the scientific research vs. practical relevance divide can be bridged. This paper discusses the debate on scientific research and practical relevance. A case study of an African Business School is presented. The case study shows how the School is combining an emphasis on “intellectual contributions” with significant impact on the practice of management. Implications are discussed.

BUILDING A NEW RESEARCH LEADERSHIP CADRE IN A TRANSFORMING NATION; A CASE OF SOUTH AFRICA’S NATIONAL RESEARCH FOUNDATION (NRF)

Sibongile Sowazi, National Research Foundation, South Africa

Research is critical for the future of South Africa and the role it plays in providing an enabling environment for innovation. The need to build research human capital in a developing nation cannot be overemphasised. However, South Africa is currently faced with a myriad of challenges in as far as research and development is concerned owing to the historical legacy of racialism. These challenges include, inter-alia, the aging and shrinking scientific population and consequently over 60% of the scientific publications are by white male researchers over 50 years of age. South Africa produces nearly 0.5 of global research and women, specifically black women, continue to be marginalised from the science space.

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THE BRAZILIAN EXPERIENCE IN MANAGING NATIONAL AND ORGANIZATIONAL CULTURE: A STUDY CASE OF THE ROLE OF CREATIVE AND INNOVATIVE LEADERSHIP TO INTEGRATE WOMEN PILOTS IN THE BRAZILIAN AIR FORCE

Patricia Amelia Tomei, PUC Rio Pontifícia Universidade Católica do Rio de Janeiro/ IAG, Brazil
Flávia de Holanda Schmidt, PUC Rio Pontifícia Universidade Católica do Rio de Janeiro, Brazil
Patricia Jaguariibe Ferrari, PUC Rio Pontifícia Universidade Católica do Rio de Janeiro, Brazil

This essay focuses on analyzing barriers of Organizational Culture Management and how these barriers were overcome in the case of the first women pilots of Brazilian Air Force. Through qualitative analysis, a case study was conducted relating national culture, organizational culture and the emergence of subcultures. The conclusion shows that culture management was feasible specially due to leadership resilience, but there are some basic and unconscious assumptions in national and organizational cultures that impose difficulties to the organization's internal disposition towards breaking rules, patterns and paradigms to look at situations under new light, and questioning what was always done.

EXPLORING GLOBAL DISTINCTIONS IN SYSTEMIC EMOTIONAL INTELLIGENCE IN HR

John Ogilvie, University of Hartford, USA
Diana Stork, Emmanuel College, USA

Although commonly discussed at the individual level of analysis, the concept of emotional intelligence (EQ) can be applied to groups and systems. This view of EQ offers possibilities for human resources to move beyond the fit and fix mode into levels of effectiveness that serve multiple constituencies. After exploring the connection between EQ and HR, the paper moves to questions about the applicability of this perspective in the international arena. Can different systemic levels of EQ account for how HR is viewed globally and how its role is defined and practiced?

THE BAY OF ART: A Change of the Changing Role of Art in the Corporate World - BHP BILLITON’S ART COLLECTIONS AND CORPORATE STRATEGY

Chris Poulson, University of Tasmania, Australia
D. J. Hanson, University of Tasmania, Australia

The place of art in the corporate world is changing - going from portraits of the founders on boardroom walls to extensive collections displayed in public as well as private corporate spaces. We examine the change in a major corporate collection brought about as part of a merger. The creation of BHP Billiton required a new identity that resulted in substantial changes in the visual art collections of both of the former firms. This paper explores that change from the perspectives of corporate identity and strategy, as well as the role played by visual arts in the corporate world.

Wednesday, from 8:30am - 10:00am in Bilderdijkkamer

Culture + Emerging Ideas: Emerging Ideas for Enacting Change

Facilitator: Carolyn E. Predmore, Manhattan College, USA

A CHANGE OF ART: A CASE OF THE CHANGING ROLE OF ART IN THE CORPORATE WORLD - BHP BILLITON’S ART COLLECTIONS AND CORPORATE STRATEGY

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Holland, Michigan in the winter of 1847. used by a settlement leader: Albertus C. Van Raalte, who founded The case explores the leadership and decision-making approach historical account and building a case strategy around that story. past events can be developed into a case study by using an existing others, to achieve desired ends. This “case” approach suggests how instrumental in founding new businesses or developing innovation products. Rarely do these studies include historical figures who In studying entrepreneurial leadership, usually the focus is on those instrumental in founding new businesses or developing innovation products. Rarely do these studies include historical figures who may risk not only their fortunes but often their lives, and those of others, to achieve desired ends. This “case” approach suggests how past events can be developed into a case study by using an existing historical account and building a case strategy around that story. The case explores the leadership and decision-making approach used by a settlement leader: Albertus C. Van Raalte, who founded Holland, Michigan in the winter of 1847. INSTITUTIONAL DESIGNS FOR EXCELLENCE IN A DEVELOPING COUNTRY: THE CENTRE FOR CELLULAR AND MOLECULAR BIOLOGY (CCMB) Ranjini Swamy, Goa Institute of Management, India C.M. Ramesh, Goa Institute of Management, India The case describes the thoughts and actions of the founder director and subsequent directors in the creation and sustenance of a publicly funded research institution devoted to the study of modern biology. For people who had been exposed to excellence in this field elsewhere, there were several challenges faced in building an institution devoted to similar standards of excellence in India. These challenges stemmed in part from the peculiar milieu in which publicly funded research institutions exist within India. The case documents these challenges and describes the leaders’ responses to them. Emerging Ideas: ROUNDTABLE: Going Global: Teaching and Living in a Universal World Madeline M. Crocitto, State University of New York, USA Nikos Bozionelos, University of Durham, UK Hetty Van Emmerik, Utrecht University, The Netherlands Claartje J. Vinkenburg, Vrije Universiteit Amsterdam, The Netherlands Pracheta Mukherjee, Slippery Rock University of Pennsylvania, USA S. Gayle Baugh, University of West Florida, USA Shawn M. Carrarah, Cameron University, USA Dr. Lynn Drewe Walsh, SUNY Old Westbury, USA Mohamed Youssef, King Fahd University, Saudi Arabia Contemporary management academics have a greater imperative to globalize their courses and their research than ever before. In order to remain relevant, faculty may seek international experiences through visiting professorships, Fulbright Scholarships, teaching and performing research during semester exchange programs, and short-term, intensive courses in other countries. The purpose of this roundtable is to have presenters and interested participants discuss their experiences teaching, performing research, consulting in other countries. P&T: Cases: Cases in International Business Facilitator: Kathleen Dechant, University of Connecticut, USA ARABIAN GULF OIL, LTD.: A CASE STUDY Kathleen Dechant, University of Connecticut, USA Asya Al-Lamky, Sultan Qaboos University, Oman Unnikammu MoideenKutty, Indian Institute of Management Kozhikode, India This case describes the emergence of employee safety violations and performance problems at an oil drilling site in the desert of Oman. The expatriate manager of operations invites two Omani employees from the human resources department to visit the site and investigate the sources of the problems. In doing so, they discover a demoralized workforce with a variety of complaints about company policies and management practices. ENTREPRENEURIAL LEADERSHIP: A. C. VAN RAALTE AND THE FOUNDBING OF HOLLAND, MI Cynthia V. L. Ward, Johnson & Wales University, USA In studying entrepreneurial leadership, usually the focus is on those instrumental in founding new businesses or developing innovation products. Rarely do these studies include historical figures who may risk not only their fortunes but often their lives, and those of others, to achieve desired ends. This “case” approach suggests how past events can be developed into a case study by using an existing historical account and building a case strategy around that story. The case explores the leadership and decision-making approach used by a settlement leader: Albertus C. Van Raalte, who founded Holland, Michigan in the winter of 1847. A MULTILEVEL ANALYSIS OF CONFLICT IN FAMILY FIRMS Kimberly Eddleston, Northeastern University, USA Robert Otondo, Mississippi State University, USA Franz W. Kellermanns, Mississippi State University, USA This study examines how participative decision making and generational ownership dispersion affect conflict in family firms. Participative decision making was found to be associated with cognitive and relationship conflict. Furthermore, the relationship between participative decision making and conflict was moderated by generational ownership dispersion. When ownership was dispersed through multiple generations, participative decision making was found to be positively related to cognitive and relationship conflict, but in one- and two-generational ownership firms those same relationships were found to be negative. HOW STUDYING SUCCESSFUL ENTREPRENEURS CAN LEAD TO INNOVATION IN BUSINESS SCHOOL CURRICULUM: LESSONS FROM THE MILLIONAIRE MIND Miles Kevin Davis, Shenandoah University, USA William Randy Boxx, Shenandoah University, USA John D. Proe, Shenandoah University, USA Business schools engage in competitive behavior with an eye on three measures of success: (1) the ability to recruit “top” students; (2) the ability to recruit “top” professors; and (3) a “top” ranking according to accrediting bodies (Schmotter, 1989). The third measure of success provides the university with the status and prestige to achieve the first two measures. We argue that there is another output measure of success worth considering - what is it that graduates actually accomplish with skills they learned while attending a business school?
THE RAMIFICATIONS OF ORGANIZATIONAL IDEOLOGY, INNOVATION ROUTINES, AND PSYCHOLOGICAL CONTRACT VALIDATION AND VIOLATION ON INDIVIDUAL CREATIVITY IN ENTREPRENEURIAL FOCUSED ORGANIZATIONS

Nicole Christine Jackson, Boston College, USA

Entrepreneurial focused organizations that define and promote innovation as a part of their organizational ideology are increasingly faced with the challenge of how to define and teach innovation through routines. This difficulty is further compounded when organizational definitions of innovation as found in organizational ideology statements and in innovations routines are not consistent with each other. Ramifications of congruence or failed congruence can impact individuals’ beliefs with respect to their psychological contracts toward innovation and their ability to be creative. Drawing from interview data, this piece provides an initial theoretical framework for future studies to test out this dynamic.

Wednesday, from 8:30am - 10:00am in Rembrandtzaal
PANEL: MEET THE JOURNAL EDITORS

Yehuda Baruch, University of East Anglia, UK  Editor, Career Management International
Bill Ferris, Western New England College, USA  Editor, Organization Management Journal (co-chair)
Alison Konrad, University of Western Ontario, Canada  Editor, Group & Organization Management (co-chair)
Chet Miller, Wake Forest University, USA  Associate Editor, Academy of Management Journal
Yvon Pesqueux, CNAM, France  Editor, Society and Business Review
Daan van Knippenberg, RSM Erasmus University, The Netherlands  Associate Editor, Journal of Organizational Behavior
Theresa Welbourne, University of Michigan, USA  Editor, Human Resource Management

Wednesday, from 8:30am - 10:00am in Tinbergenzaal
P&T:Teaching: WORKSHOP: Globalizing the Management Curriculum

Jeanie Forray, Western New England College, USA
Joy Alice Schnee, Rider University, USA
Peter S Sherman, University of Evansville, USA
Mary Garlington Trefry, Sacred Heart University, USA

U.S. business and management programs are globalizing their curricula through a variety of methods and means. One such enhancement involves travel and study by undergraduate and graduate students that takes place outside the United States. Recently, a number of schools have instituted “short-course” travel study arrangements to overcome some of the constraints of long term study abroad arrangements.

Each panel member has been involved in the development and delivery of a short-course. Panelists will describe the arrangements at their university, discuss their experiences with this type of program offering, and the transferability of such programs to other schools.

Wednesday, from 10:00am - 10:30am in Trippenhuis
Conversation and coffee Break

Wednesday, from 10:30am - 12:00pm in Bibliotheek
PANEL:   Doing Research in Africa
Conversations with African Management Scholars (AMS) Fellows.

Facilitator: Nelson Lacey, University of Massachusetts, USA

A CROSS-CULTURAL COMPARISON OF THE PERCEIVED POTENTIAL OF DIFFERENT APPROACHES TO ENVIRONMENTAL MANAGEMENT

Steven W. Congden, University of Hartford, USA

This study reviews the different approaches to environmental management suggested in the literature. It then considers differences between German and American business students on their perceptions of the potential viability of these approaches and reports survey results on this topic. Germans perceived more strongly the environmental benefits of TQM oriented approaches to managing processes. The nationalities also differed in their views on businesses’ approach to environmental regulation. Despite seeing more positive financial benefits of environmental management, this study suggests Germans still see environmental regulations as more necessary than do Americans. Some business curriculum implications are offered.

CORPORATE GOALS IN THE MEDIA INDUSTRY. AN ANALYSIS OF GERMAN MEDIA COMPANIES’ ANNUAL REPORTS

Uwe Eisenbeis, Saarland University, Germany

This article contributes to the knowledge of phenotypical characteristics of media companies by analyzing the annual reports of German media corporations with respect to their articulated goal system. The results are findings concerning the relevance of typical corporate goals as well as the relation between the goals in the goal system. Thus, the paper illustrates that methods of content analysis are a useful way to describe the goal system. The findings extend the corporate goal research and lead to a transparent corporate goal planning that can be used in theory and research as well as in practice.
This paper focuses on not-for-profit (NFP) general management competencies and examines the predominant desired knowledge skills and abilities as a key component of general management responsiveness capability in empirically validated strategic success hypothesis. The strategic success hypothesis postulates that the performance of an organization will be optimized when the strategic aggressiveness and the responsiveness capability of general management is aligned with the respective environment. This research used information contained in job postings for NFPs executives to identify the salient desired competencies to assess their relevance and adequacy to enable the NFP sector to address the challenges of the 21st century.

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**Strategy & Ops: SYMPOSIUM: Dimensions of Top Management Selection**

**Wednesday, from 10:30am - 12:00pm in Louyskamer**

Claartje J. Vinkenburg, Vrije Universiteit Amsterdam, The Netherlands  
Daun Robin Anderson, Becker College, USA  
Martin Hetebrij, Universiteit van Humanistiek, The Netherlands  
Paul Jansen, VU University Amsterdam, The Netherlands  
Roland Pepermans, Vrije Universiteit Brussel, Belgium

In this round table session we will explore the decision making process surrounding the identification and selection of candidates for top management positions in organizations. Despite the obvious importance of these selection processes, the high risk involved, and the numerous examples of fraud and failure, the 'how' of this process remains uncharted territory. We will address characteristics of the decision making process and look at the impact of gender, culture, and power. After a brief introduction by each contributor, propositions regarding top management selection will be discussed, to increase our understanding of the process, and to develop future research.

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**G,E,SR&S: Executive Views on Corporate Responsibility & Sustainability**

**Wednesday, from 10:30am - 12:00pm in Oude Vergaderzaal**

Facilitator: Milton Silver, Drexel University, USA

★★Nominee: Outstanding Paper Award★★

**BRIC: VIEWS ON CORPORATE RESPONSIBILITY FROM EXECUTIVES IN FOUR EMERGING GLOBAL POWERS**

Tania Casado, University of São Paulo, Brazil  
David A. Ralston, University of Oklahoma, USA  
Carolyn Egri, Simon Fraser University, Canada  
Maria Aparecida Gouvea, University of São Paulo, Brazil  
Irina Naoumova, University of Tennessee, USA  
Narasimhan Srinivasan, University of Connecticut, USA  
Pingping Fu, Chinese University of Hong Kong, Hong Kong

This paper presents the results of a study on top managers’ views on Corporate Social and Environmental Responsibilities (CSER) in Brazil, Russia, India and China, the block of emerging economic powers know by the acronym, BRIC. The sample consisted of 995 executives from these four countries. A comparison of ethical, discretionary, legal and environmental CSER dimensions identified significant differences. Subsequent analyses identified associations between these CSER dimensions and organizational and individual demographic variables. The results showed that there are different views regarding the CSER dimensions across the BRIC countries and that demographic and values differences assist in understanding these differences.

**BUILDING THE MOST SUSTAINABLE COMPANIES: THE ROLE FOR HUMAN RESOURCES**

Jeanne Wirtenberg, Fairleigh Dickinson University, USA  
Joel Harmon, Fairleigh Dickinson University, USA  
Kent D. Fairfield, Fairleigh Dickinson University, USA  
William G. Russell, SKN Worldwide, USA

Sustainability - balancing social, environmental, and economic factors for both short- and long-term performance - is a critical issue for both the world and for business. We interviewed key executives at nine of the world's most 'sustainable' companies to examine important issues about their sustainability journeys and the role that Human Resources is playing. We confirmed that these companies exhibit first-class sustainability results on a variety of dimensions. Because of the nuances across the sample, we could identify six core qualities that are amenable to managerial intervention and map out the specific HR-related actions to help develop these qualities.
Nominee: Outstanding Paper Award

PERSPECTIVES ON CORPORATE SOCIAL AND ENVIRONMENTAL RESPONSIBILITY IN CHINA AND THE U.S.

Carolyn Egri, Simon Fraser University, Canada
Carlos Wing-Hung Lo II, The Hong Kong Polytechnic University, China
David A. Ralston, University of Oklahoma, USA

This cross-national study investigates antecedents and outcomes of corporate responsibility (CR) stakeholder practices in the contrasting contexts of China and the U.S. In general, we found partial divergence of CR stakeholder practices across nations is dependent on the institutional environments of business as well as on organizational culture. In addition, we found cross-national convergence in the positive relationship between a clan organizational culture orientation and CR practices prevalence for both Chinese and U.S. companies. Finally, the relationship between the prevalence of CR practices and business outcomes varied depending on type of CR practice and country.

Wednesday, from 10:30am - 12:00pm in Rembrandtzaal

Emerging Ideas: ROUNDTABLE: Shaping the Future: How to Accomodate the Global Career of Tomorrow

Nikos Bozionelos, University of Durham, UK
Hetty Van Emmerik, Utrecht University, The Netherlands
Madeline M. Crocitto, State University of New York, USA
Darlene J. Alexander-Houle, University of Phoenix/Hewlett Packard, USA
Tammy D. Allen, University of South Florida, USA
S. Gayle Baugh, University of West Florida, USA
Kimberly Eddleston, Northeastern University, USA
Monica Forret, St. Ambrose University, USA
Annette D. Forti, SUNY College at Old Westbury, USA
Alison M. Konrad, University of Western Ontario, Canada
Marie-Line Germain, St. Thomas University, USA
Wolfgang Mayrhofer, Wirtschaftsuniversität (WU) Wien, Austria
Gary N. Powell, University of Connecticut, USA
Burcu Rodopman, University of South Florida, USA
Gilles Spony, Future-to-be, UK
Svenja Tams, University of Bath, UK
Ethlyn Williams, Florida Atlantic University, USA
Xian Xu, University of South Florida, USA

Expatriation and inpatriation are processes that impose problems to organizations that operate in more than one national and regional cultural environment. Cultural differences between home and host countries are the major cause of the problems that are associated with expatriation and inpatriation. However, possible outcomes of the on-going globalization are cultural convergence or crossvergence. Both of these outcomes are translated into cultural homogeneity across geographic regions. Such cultural homogeneity should, therefore, eliminate problems that are inherent in expatriation and inpatriation; and, at a more general level, render the consideration of cross-cultural issues in management redundant and obsolete.

Wednesday, from 10:30am - 12:00pm in Tinbergenzaal

Strategy & Ops: Globalization and Strategic Performance

EXECUTIVE NATIONALITY: DOES IT MATTER IN AN ERA OF GLOBAL COMPETITION?

Marta Geletkanyecz, Boston College, USA
Sylvia Sloan Black, North Carolina A&T State University, USA

As industries have globalized, so too has the market for managerial talent. The importation of senior executives from countries outside the firm's home base is arguably an important means of introducing international knowledge and expertise into the strategic decision-making process. Yet executive importation may also be disruptive to organizations for reason of ineffective assimilation. Imported executives often lack firsthand insight into the norms and practices of the firm's home market. Thus, importation of top executives may well impose a trade-off: global insight versus local (cultural) familiarity. We explore the implications of this trade-off for MNEs and their long-term performance.

THE UTILIZATION OF COMPETITIVE INTELLIGENCE BY SMES TO SUPPORT INTERNATIONAL BUSINESS ACTIVITY

Kathleen Suchon, University of Massachusetts Dartmouth, USA
Kate Randall Haley, University of Mass. Dartmouth, USA

This paper presents the results of a survey of small and mid-sized high technology manufacturing firms in New England. Small and medium sized enterprises (SMEs) face resource-related challenges in utilizing competitive intelligence (CI), and we expected that they would be quick to use the information available on the internet in order to gain information on competitors inexpensively, especially in international contexts. We expected that their high tech manufacturing expertise would translate into early and extensive use of the internet for CI. The survey examined the characteristics of CI utilization, and whether patterns of utilization have changed over time.
**Wednesday, from 12:00pm - 4:30pm in Zaanse Schans**

**Lunch and Site Visit - Zaanse Schans**
traditional entrepreneurs, industrial windmills, traditional houses, merchandising

The Zaanstreek district north of Amsterdam, famous for its old wooden houses, industrial windmills and traditional storehouses, is believed to be the oldest industrial area in Europe. At the Zaanse Schans you will get an impression of how a typical Zaanse village must have looked in the 17th and 18th century. Highlights include historical entrepreneurial activities (traditional dutch workshops), working industrial windmills and a visit to the first grocery store of Albert Heijn, the founder of today’s Ahold. For more information on the Zaanse Schans, see [http://www.zaanseschans.nl](http://www.zaanseschans.nl)

Schedule:
12:00-1:00 - Nieuwmarkt - Zaanse Schans (by bus)
1:00 - 2:00 - Lunch in Zaans Museum
2:00 - 3:30 - Visit Zaanse Schans
3:30 - 4:30 - Return to Amsterdam

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**Wednesday, from 6:00pm - 11:30pm in West Indisch Huis**

**Gala Dinner - West Indisch Huis**

**West-Indisch Huis**
This beautiful building in the heart of Amsterdam was originally built as a meat market in 1617. In 1623 the building became headquarters of the Dutch West India Company, which, among its many commercial activities, controlled Holland’s trade with the Americas. In the same year the company founded a settlement on Manhattan Island. In 1626 it founded Nieuw Amsterdam, naming nearby districts after Haarlem (Harlem), Breukelen (Brooklyn) and the Dutch republic’s parliament, the Staten-General (Staten Island). The West India Company prospered for many years, but by 1674 the political and trade situation had radically altered and the original West India Company folded. The reorganized company continued to do business until 1791, when its stock was bought by the Dutch government. After this period the West-Indisch house was used for various purposes, including as an orphanage and as a gentlemen’s lodging house. The building was bought in 1976 by the Stichting Het West-Indisch Huis, who renovated the building to its original architecture.

Schedule:
6:00 - 7:00 - Canal Tour to West Indisch Huis
7:00 - 11:30 - Dinner and entertainment
11:00, 11:30 and midnight - buses leave to return to major hotels
The phenomenon of a home origin bias has been studied in many settings, and the normative effects of related behavior have developed into a distinct research stream. However, there is still a research gap for consumer ethnocentrism studies in emerging markets, especially in Southeast Asia.

Based on an empirical study with 720 respondents, performed in its three major automotive markets, the authors present first data for this region. They also compare their findings to one of the rare studies for an emerging market, namely Mexico. Conclusions for the actors in the region are presented and suggestions for further research made.

We examine the incremental performance benefits of implementing combination competitive strategy using data from Ghana, a Sub-Saharan African economy implementing economic liberalization policy. Two types of competitive strategies are analyzed: cost leadership and differentiation strategies. Our findings indicate that firms implementing a combination strategy tend to experience substantial incremental performance benefits over those implementing only the cost leadership strategy. However, there are no incremental performance benefits to firms implementing a combination strategy over firms implementing only the differentiation strategy. Firms who implement a consistent competitive strategy tend to gain considerable incremental performance benefits over firms who are stuck-in-the-middle.

This paper examines major business environmental changes influencing strategies of foreign automotive firms in Turkey. Within a conceptual model consisting of environmental forces, strategic shift, and mediating variables including firm size, ownership pattern, and market entry mode, it empirically investigates how such business environmental changes influenced the business strategies of automotive firms in Turkey. The findings indicate that the foreign automotive firms in Turkey have shifted their strategic focus from relying solely on the domestic market to balancing domestic and export markets because of environmental forces. The paper concludes with discussions and suggestions for further research on the subject.

In this paper there is a comparison of three distinctive approaches to the study of cross-cultural understanding “cultural metaphors, dimensions, and paradoxes” in the areas of research, teaching, and applications. In the first section of the paper there is a brief overview of the three approaches. There is then a discussion of the research supporting the three approaches, followed by a comparison of them and the degree to which each of 14 features is attained assessed in terms of the following subjective five-point scale: Very low, low, average, high, and very high (Table 1). Implications are then highlighted.
IT'S SO HARD TO SAY GOODBYE: INSTITUTIONAL THEORY PREDICTIONS OF FIRM SUCCESS AND FAILURE AMONG PARTICIPANTS IN A GOVERNMENT PROGRAM

Marcus M. Stewart, Bentley College, USA

Institutional theory is applied to examine potential outcomes associated with organizational participation in the United States’ Small Business Association’s “8(a)” program. The 8(a) program provides firms that are minority owned an opportunity to procure portions of government contracts without having to compete with non-minority owned firms for a period of nine years, during which time eligibility/certification for participation in the program must be maintained. Based on institutional theory research propositions are generated suggesting that the extent to which organizations orient themselves toward success in the 8(a) program may be inversely related to success upon graduation from 8(a) status.

REWRIRING OUR COLLECTIVE BRAINS FOR INNOVATION: THE SOUTH AFRICAN CASE

Rene Pellissier, University of South Africa, South Africa

We know research, we understand innovation. Why are we so ambivalent for the two to join forces? South Africa, as a developing economy and a nation that needs to compete in an ever-increasing competitive world, needs a spirit of entrepreneurship and innovation. As researchers we do fine, as innovators we do not. Where is the gap? Government, private enterprise, academic institutions and individuals are all guilty of ignorance in terms of innovation and the growth it can incur. This paper shows the divide between these two and provides reasons why they should converge and guidelines how this can be achieved.

Thursday, from 8:30am - 10:00am in Louyskamer

Culture + OT&B: Cultural Influences on Managerial Behavior

Facilitator: luchien karsten, faculty of management, Holland

A SURVEY OF THE PREVALENCE AND NATURE OF TEAMBUILDING INTERVENTIONS IN SOUTH AFRICAN ORGANISATIONS

Hendrik S Kriek, Graduate School of Business Leadership, South Africa

South African organisations follow international trends and also increasingly make use of teams and teambuilding. However, no study can be found on the prevalence and nature teambuilding interventions used by South African organizations. As an explorative study it uses a survey as research design to study the existing scenario regarding the application of teambuilding in local organizations. It reports on the prevalence, nature, type and purpose of teambuilding interventions used. It is found that the use of teambuilding is widespread and warrants perceptions that almost all organizations make use thereof. The study also raises issues that would warrant further research.

MANAGING ORGANISATIONS IN NIGERIA IN A GLOBAL ECONOMY

Elsie Omolara Babajide, Olabisi Onabanjo University Ago Iwoye, Nigeria

Management is a phenomenon that cuts across all systems. In the industry management is very essential because it combines the acts of coordinating, directing, and controlling. This paper attempts to look into how organisations can be managed in Nigeria in a global economy, this was for the purpose of considering the various ways Nigeria can meet up with modern techniques of management. The act of managing was defined and discussed and modern techniques in management was critically looked into and narrowed down to the Nigeria experience. It was recommended that managers in Nigeria should be conversant with modern trends in management and they should also strive to compete with their colleagues in developed countries.

Thursday, from 8:30am - 10:00am in Oude Vergaderzaal

OT&B + Strategy & Ops: The Impact of Globalization on Organizations

Facilitator: Alfred Lewis, Alliant International/UCSD, USA

GLOBALIZATION: TAKING A SYSTEMS PERSPECTIVE

C. Gopinath, Suffolk University, USA

Globalization has been defined differently by scholars from different disciplines. It is most commonly viewed as a process that is all pervading. An understanding of the process will be of use in understanding our current environment. Based on a review of different systems approaches, a new framework is proposed that would allow a multidisciplinary examination of globalization along five domains. By considering the interactions among the domains of the globalization system, and reflecting on the convergences and divergences, we can build scenarios that can guide decision making.

SOCIAL CAPITAL: DOES IT REALLY MATTER? THE EFFECTS OF SOCIAL CAPITAL ON U.S. FOREIGN DIRECT INVESTMENT INFLOWS

Jose A. Santos, University of Hartford, USA

A growing body of literature in organizational and economic development studies has increasingly adopted and embraced the concept of social capital. It has been widely argued that larger stocks of horizontal social capital result in greater economic development (Warner 2001). This study evaluated the relationship between social capital and foreign direct investment (FDI) inflows into the U.S. The relationship between social capital and location decisions of foreign investors was examined. The results of this study indicate that state level social capital had a significant positive effect in determining FDI inflows in the U.S. for a five-year time period between 1990-1994.
This study examines the dimensionality of justice perceptions as they relate to the performance appraisal processes in a Chinese enterprise. Previous research on organizational justice has been largely conducted in Western cultures. This research has been along two primary streams – identifying the dimensionality of justice perceptions as well as studying the antecedents and consequences of the resulting justice constructs. This study replicates the work of Colquitt (2001) to ascertain whether the dimensionality of organizational justice perceptions in China is fundamentally the same as Western cultures. Results suggest both similarities and differences in justice dimensions as contrasted with Western cultures.
SMALL FISH IN A BIG POND - THE SMALL BUSINESS DILEMMA IN SOUTH AFRICA

Lawrence Valeta, University of Pretoria, South Africa
Ruth Carol Troskie, University of Fort Hare, South Africa

The South African market and business environment is highly optimistic. The country has experienced remarkable increased foreign direct investment, government spending and the occurrence of major global events, boosting the economic climate. During 2006, foreign investor confidence in South Africa took off significantly with an injection of about US$5.63-billion in foreign direct investment. But what is the impact of this on the state or growth of small businesses? This paper discusses the state of small business in South Africa and the role of the market in the market-place intensifies in preparation of the FIFA World Cup 2010.

THE COMPARISON OF SMES WITH HIGH MARKET ORIENTATION AND SMES WITH LOW MARKET ORIENTATION: A STUDY OF TURKISH FIRMS

Tûlay Yeniçeri, Aksaray University, Turkey
Murat Canitez III, Aksaray University, Turkey

The concept of market orientation is increasingly gaining importance for academic and business circles. Some research in marketing field figured out characteristics of market-oriented firms. However, enough attention was not paid to search market orientation, internet marketing applications and export performance of SMEs. The main objective of this study is to find out whether there is a difference among the SMEs with different levels of market orientation in terms of internet marketing applications and export performance. 114 questionnaires were carried out for analyses. Several analyses including discriminant analysis were used in order to accomplish the above objectives.

Thursday, from 10:30am - 12:00pm in Hendrickkamer

ROUNDTABLE: Cultural Perspectives and Challenges in Health Delivery Systems

The theme of this conference, Culture: Integration and Innovation, also expresses the challenges of planning for and delivering effective health services. Cultural perspectives and differences impact everything from acceptance of treatment options to setting of research agendas to funding streams, among many others. The challenges are complex at the local community or national levels as well as when working across borders. Preferences for treatment may be less based on "science" than on perceptions of the "appropriate" thing to do; changes in political environment impact programmatic efforts; calculations of cost/benefit return do as well. This roundtable discussion is to share experiences and to explore the challenges.

Oguz Baburoğlu, Sabancı University, Turkey
Ellen Greenberg, Diagnostic and Consultive Center, Bulgaria
Joan Weiner, Drexel University, USA

Thursday, from 10:30am - 12:00pm in Rembrandtzaal

G.E.SR&S: Perspectives on Self-Regulation

Facilitator: Tony Butterfield, Univ. of Massachusetts, USA

ARE MANDATED REPORTS VALUE RELEVANCE? AN ANALYSIS OF THE AIRLINE INDUSTRY IN THE U. S.

KHIM L. SIM, Roger Williams University, USA
Tan Khay Boon, Nanyang Technological University, USA
L. N. Killough, Virginia Tech, USA

This study investigates the interactive effects of service quality (e.g., on-time arrivals, flight delays, mishandled baggage, and complaints) and aircraft productivity on the firm's future performance. Results from this study show that negative factors such as complaints and mishandled baggage interact with aircraft productivity to further reduce one-quarter ahead Return on Assets or Return on Sales. The effects of "complaints" appear to persist into the following quarter, i.e., t+2. Results from this study suggest that the mandated reports as required by the Department of Transportation in the U. S. are value-added. Thus, similar practices in other country deemed necessary.

Thursday, from 10:30am - 12:00pm in Oude Vergaderzaal

P&T:Teaching: WORKSHOP: Transcending International Differences Using Meditation

Jerry Biberman, University of Scranton, USA
Len Tischler, University of Scranton, USA
Jonah Friedman, Fordham University, USA

This proposed sixty-minute workshop will demonstrate how three types of meditation - concentrative meditation, guided meditation, and deep meditation - can be used in teaching in an international context to transcend international differences.

COLLABORATIVE STANDARDS, VOLUNTARY CODES, AND INDUSTRY SELF-REGULATION: THE ROLE OF THIRD PARTY ORGANIZATIONS IN EUROPE AND THE US

Lawrence Lad, Butler University, USA

In the global economy, business-government relations bridges borders. As economic transactions and technologies move beyond nation states, our regulatory approaches must as well. This paper offers ideas on collaborative control and industry self-regulation as mechanisms for addressing complexity. It explores the range of self-regulatory practices worldwide, proposes a framework for examining its use, potential, and limits, and discusses the critical role of third party organizations in the process.
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<td>Culture + Emerging Ideas + OT&amp;B: Cultural Influences on Organizations</td>
<td>Facilitator: Daniel J. Miller, Central Connecticut State University, USA</td>
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<td>CONFLICTS OF CULTURE, CULTURES OF CONFLICT: STORIES FROM A CANADIAN WORKING IN MALAWI</td>
<td>Sinead Ruane, University of Massachusetts, Amherst, USA</td>
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<td>In this paper, I explore the management literature on conflict through the lens of culture. Specifically, I focus on what conflict means to various cultural groups, and how a lack of recognition/resolution of existing conflict can lead to resentment and future tension. Using participant observation data collected from work experience in Malawi, I apply and assess the concepts against three ‘conflict scenarios’. In closing, I address some implications for future investigation into cross-cultural issues.</td>
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<td>GUANXI: THE CHINESE VERSION OF SOCIAL NETWORKS OR MANIFESTATION OF CHINESE CULTURE?</td>
<td>Chun Guo, University of Massachusetts, USA, Jane K. Miller, University of Massachusetts, USA</td>
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<td>Despite the abundance of social network research in the Western culture, there is limited research on the unique features of social networks in different cultures. In the present study, we demonstrate that while guanxi can be viewed as a Chinese version of the social network concept that is common in all human societies, it is also a manifestation of Chinese culture to which many Western social network theories and models may not apply. It is suggested that scholars should not assume the transferability and universal applicability of Western social network theories and models in non-Western cultures, particularly in China.</td>
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<td>The rapidity and intensity with which business incubators evolved has obscured her emergence as an institution. In this paper, we draw from evolutionary theories of organizations to trace the origins, development and proliferation of institutions. Business incubators were traced to the prevalence and persistence of various environmental shocks that challenged the efficacy of traditional routines and strategies deployed to promote economic development. Consequently, conceptions, perceptions, and interpretations of the meaning and significance of these discontinuities among diverse stakeholders, constituencies, and interest groups analogized the business incubation practice as a tool to stabilize or leverage emergent discontinuities in the environment.</td>
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<td>Valeta, Lawrence</td>
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<td>Van Emmerik, Hetty</td>
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<td>Van Oostrum, Jos</td>
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<td>Veenswijk, Marcel</td>
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<td>Vega, Gina</td>
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<td>Vinkenburg, Claartje J</td>
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<td>Vozikis, George S.</td>
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<td>Walsh, Dr. Lynn Drewe</td>
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<td>Wang, Xiaoyun</td>
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<td>Wayne, Sandra</td>
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<td>Yasai-Ardekani, Masoud</td>
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<td>Zaprianova, Stanislava</td>
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<td>Zimmermann, Friedrich M.</td>
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An Invitation for 2009

The Eastern Academy of Management International Conference on

MANAGING IN A GLOBAL ECONOMY XIII

“Management Challenges for a New World”

To be held in

Rio de Janeiro, Brazil

June 21 – June 25, 2009

Hosted by IAG – School of Business
Pontifical Catholic University of Rio de Janeiro (PUC-Rio)

Highlights:

• Welcome reception at Rio’s Steak House with academic and industry leaders

• Site visits to large and small local businesses

• Optional Tours: Maracanã Sport Stadium, Sugar Loaf, Corcovado- Christ the Redeemer, et al.

• Closing ceremony at Copacabana Fort and Museum

For more attend Informational Session
Monday afternoon
with

Paulo Cesar Motta & Hélène Bertrand
IAG – School of Business
Pontifical Catholic University of Rio de Janeiro, Brazil

and

Kathleen Suchon, UMass – Dartmouth, USA
Rio conference Program Chair
# EAM-I 2007 CONFERENCE SCHEDULE

## Monday, 25 June 2007

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Session</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00am</td>
<td>Tinbergenzaal</td>
<td>SYMPOSIUM: Towards Sustainability in Higher Education Institutions</td>
</tr>
<tr>
<td>9:00am</td>
<td>Conference Registration</td>
<td>Welcome to EAMI - 2007 from Vrije Universiteit Amsterdam and the Eastern Academy of Management International</td>
</tr>
<tr>
<td>10:30am</td>
<td>Conversation and Refreshment Break</td>
<td>Keynote: Hans Dijkstal, former Deputy Prime Minister of the Netherlands - The Integration Debate in the Netherlands</td>
</tr>
<tr>
<td>11:00am</td>
<td>Tinbergenzaal</td>
<td>Introduction to the Conference Program</td>
</tr>
<tr>
<td>12:30pm</td>
<td>LUNCH (served in Trippenhuis and Gardens)</td>
<td>Keynote: Stewart R. Clegg, Professor, University of Technology, Sydney, Australia - The Future of Power</td>
</tr>
</tbody>
</table>

## Tuesday, 26 June 2007

<table>
<thead>
<tr>
<th>Time</th>
<th>Location</th>
<th>Session</th>
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<tbody>
<tr>
<td>8:00am</td>
<td>Conference Registration</td>
<td>SYMPOSIUM: Ubuntu Leadership</td>
</tr>
<tr>
<td>8:30am</td>
<td>Tinbergenzaal</td>
<td>PANEL: Managing Sustainably: Issues and Challenges</td>
</tr>
<tr>
<td>10:00am</td>
<td>Conversation and Refreshment Break</td>
<td>WORKSHOP: Cultural Perspectives in Case Development &amp; Teaching</td>
</tr>
<tr>
<td>10:30am</td>
<td>Tinbergenzaal</td>
<td>SYMPOSIUM: Diversity and Career Development: Valuing Diversity Requires Revamping the Staffing System</td>
</tr>
<tr>
<td>12:00pm</td>
<td>LUNCH - Café in de Waag, Nieuwmarkt Square</td>
<td>Keynote: Job Cohen, Mayor of Amsterdam - Innovation and Integration in Amsterdam</td>
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*Notes:*
- LUNCH - Café in de Waag, Nieuwmarkt Square
- "Going to Rio" - Overview of EAMI 2009 (in Tinbergenzaal)
- Welcome Reception (in Stopera - town hall)
- Keynote: Job Cohen, Mayor of Amsterdam - Innovation and Integration in Amsterdam
- Welcome Reception (in Trippenhuis)
- Keynote: Hans Dijkstal, former Deputy Prime Minister of the Netherlands - The Integration Debate in the Netherlands
- Keynote: Stewart R. Clegg, Professor, University of Technology, Sydney, Australia - The Future of Power
- Conversation and Refreshment Break (in Trippenhuis)
- Site Visits (in various sites) - sign-up requested
- Seminar and Reception at ING House
- Conference Registration (Trippenhuis)
- Symposium: Ubuntu Leadership
- Symposium: Towards Sustainability in Higher Education Institutions
- Symposium: Strategic Leaders and Corporate Owners: Evaluating the Influence of Culture and National Institutions on Corporate Governance Systems
- Symposium: Multi-Disciplinary Influences on Creativity
- Symposium: The Role of Research in Cultural Integration and Innovation: Reflections by Past and Future Presidents of the Academy of Management
- Symposium: Evaluating the Influence of Culture and National Institutions on Corporate Governance Systems
- Symposium: Theories on Culture
- Symposium: Cases in Global Management
- Symposium: Management Education: Practical Suggestions
- Symposium: Management Education: Practical Suggestions
- Symposium: Cultural Perspectives in Case Development & Teaching
- Symposium: Improvising at Work and at Home
- Symposium: Ethical Considerations in HRM
- Symposium: Issues in Management Education
- Symposium: Exemplars: 3 Case Studies in Socially Mindful Management
- Symposium: Philosophical Choices: Cultural Influences on Ethical Perception
- Symposium: Valuing Diversity Requires Revamping the Staffing System
- Symposium: Leadership Development: Valuing Diversity Requires Revamping the Staffing System
- Symposium: Ubuntu Leadership
- Symposium: Evaluating the Influence of Culture and National Institutions on Corporate Governance Systems
- Symposium: Multi-Disciplinary Influences on Creativity
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<tbody>
<tr>
<td>8:00 am-12:00pm</td>
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<td>Conference Registration</td>
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<tr>
<td>8:30-10:00am</td>
<td>Tinbergenzaal</td>
<td>WORKSHOP: Globalizing the Management Curriculum</td>
<td>PANEL: Meet the Journal Editors</td>
<td>Emerging Ideas for Enacting Change</td>
<td>Cases in International Business</td>
<td>ROUNDTABLE: Going Global: Teaching and Living in a Universal World</td>
<td>PANEL: African Management Scholars</td>
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<tr>
<td>10:30am-12:00pm</td>
<td></td>
<td>Globalization and Strategic Performance</td>
<td>Executive Views on Corporate Responsibility and Sustainability</td>
<td>WORKSHOP: Shaping the Future: How to Accommodate the Global Career of Tomorrow</td>
<td>The Impact of Country and Organization Type on Strategy and Performance of Firms</td>
<td>SYMPOSIUM: Dimensions of Top Management Selection</td>
<td>PANEL: Doing Research in Africa</td>
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<tr>
<td>12:00-4:30pm</td>
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<td>Lunch and Site Visits - Zaanse Schans</td>
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<td>6:00-11:30pm</td>
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<td>Gala Dinner - West Indisch Huis</td>
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<td>8:30-10:00am</td>
<td></td>
<td>WORKSHOP: Do US MBA Students Have Different Corporate Values than Either US or Non-US Business Professors and Practitioners?</td>
<td>The Impact of Globalization on Organizations</td>
<td>Organization Culture</td>
<td>Different Views: Organizational Governance and Culture</td>
<td>Cultural Influences on Managerial Behavior</td>
<td>Cross-Cultural Management</td>
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<tr>
<td>10:00-10:30am</td>
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<td>Conversation and Refreshment Break (in Trippenhuis)</td>
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<tr>
<td>8:30-10:00am</td>
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<td>WORKSHOP: Transcending International Differences Using Meditation</td>
<td>Perspectives on Self-Regulation</td>
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<td>Wednesday, 27 June 2007</td>
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<td>Thursday, 28 June 2007</td>
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TRIPPENHUIJS FLOOR PLANS

Street Level, Trippenhuis

Lower Level, Trippenhuis (below street level)

Upper Level, Trippenhuis (above street level)

Please note that floor plans are not drawn to scale